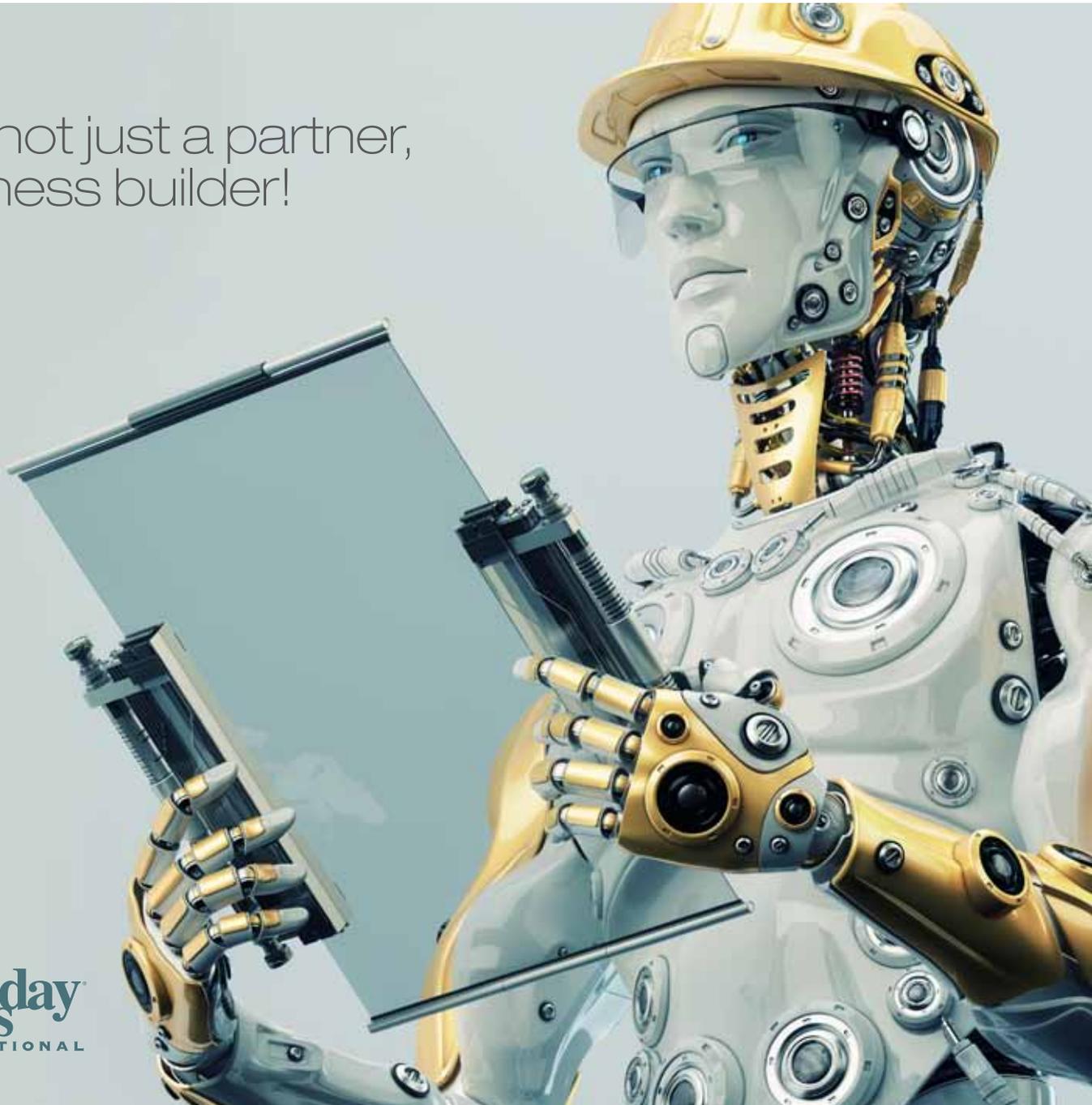


Perspective

THE WORLD WE SHARE

HSI... not just a partner,
a business builder!

Holiday
Systems
INTERNATIONAL



RELYING ON INTUITION TO MANAGE THE CUSTOMER JOURNEY

There is a monumental difference between a consumer satisfied by Customer Service and a person loyally engaged by the Customer Experience. The question is no longer, "How can I help you?"

C.A.R.E CULTIVATES COMMUNICATION FOR 2017

C.A.R.E. has been taking strides to expand the association's reach and open the door for new opportunities.

TATOC: TACKLING OUR CHALLENGES HEAD-ON

Many would agree that 2016 was a challenging year – and the repercussions of the decisions made and the actions that were taken will last for many more years to come.



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January-March 2017



Welcome...

Welcome to the January/March edition of Perspective Magazine. In this issue we cover a highly discussed topic that is leading 2017, the evolution of technology, and how the shift can benefit the timeshare industry. We will also take a look back at insights gained over 2016 and updates on each region of the world regarding the new year.

The cover story is titled Holiday Systems International... not just a strategic partner, but a BUSINESS BUILDER. The article captures HSI CEO Craig Morganson's focus on making the important decisions that change results and custom solutions that ensure full-circle sustainability to help to build the industry grow by five years in only one.

Last October brought devastation when Hurricane Matthew landed in Florida. The American Resorts Collection's Daytona location was one of the many timeshare properties that suffered extensive damage. This featured industry news explores ARC's successful post-storm recovery and quick reaction to the crisis beyond standard preventative measures.

The INTUITION platform in the Technology Review covers how the ability to track and compare performance is advantageous when pinpointing the customer journey. As an official partner with TripAdvisor, INTUITION Brand Marketing analyzed 40,000 industry reviews and found that the word "BUT" can influence every touch point a customer has with their overall experience.

After the 63rd Semi-Annual C.A.R.E. conference was successfully held in Lake Tahoe, Nevada, President Linda Mayhugh explains the association's direction for the upcoming year. President Mayhugh answers the most prominent questions she is asked at meetings, including an update on the frequency of conference, event attendance and location, and information on the upcoming 64th conference in Virginia Beach.

The Grand Tour Foundation's 2016 Dick Pope Legacy Awards Luncheon recognized individuals that have been instrumental in developing and sustaining the tourism industry within Florida. Funds raised at the event are distributed to student scholarship foundations for those interested in a career in hospitality and tourism.

In Latin American News, Chairman's Circle Club House is located next door to Lifestyle Resort and Lifestyle Holidays Vacation Club, where the companies developed a partnership for a beach themed exclusive retreat in Puerto Playa.

AMDETUR announced the success of the first AMDETUR Master Course in Sales and Marketing. The 10-week course prepared students for all phases of vacation club operations to help supply well-trained personnel in the industry.

The ATHOC update covers a new record of tourism growth in Australia since rapidly rising in 2013. The Australian Bureau of Statistics reported that over the past twelve months eight million international tourists visited the country.

TATOC is tackling challenges head-on in the UK. After 'Brexit', the Timeshare Association is monitoring the effects on European-based members and sharing their outlook on how the weakening of sterling against the Euro is expected to impact the market.

Enjoy!

Paul Mattimoe
CEO
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WELCOME



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GLOBAL FEATURES

10 **Holiday Systems International... not just a strategic partner, but a BUSINESS BUILDER**

Holiday Systems International (HSI) provides a range of specialized services that make HSI more of a business builder than a strategic partner. Often copied but never equaled, HSI helps build businesses in ways other companies cannot. From improvements to existing products or services, to a new private-branded program created from the ground up, HSI is a strategic partner that is responsive, affordable, and proven. A business builder!

20 **Relying on INTUITION to Manage the Customer Journey**

There is a monumental difference between a consumer satisfied by Customer Service and a person loyally engaged by the Customer Experience. The question is no longer, "How can I help you?", but understanding how to exceed

expectations from the moment the customer makes contact with your business until the moment they are done. Customer Service is about attaining Satisfied Customers. Customer Experience is about attaining Loyal and Engaged Customers.

30 **C.A.R.E Cultivates Communication For 2017**

C.A.R.E. President Linda Mayhugh, partner with Advantage Travel/ Accommodations Unlimited, has been taking strides to expand the association's reach and open the door for new opportunities. Perspective Magazine has reviewed the most pertinent subjects that have arisen based on President Mayhugh's experience moderating Question and Answer sessions in accordance with the Cooperative Association of Resort Exchangers mission to promote ethical and outstanding vacation services by providing education and networking opportunities.



20



NORTH AMERICA

40 **Dick Pope Legacy Awards Luncheon Brought to you by the Grand Tour Foundation**

The 2016 Dick Pope Legacy Awards Luncheon was held on November 4th at the Wyndham Resort on International Drive in Orlando, Florida. They honored the legend Arnold Palmer, Golf Legend; Dr. John Hitt, UCF; the late Gary Sain, Visit Orlando; and Chef Steven Jayson, Universal Orlando on that day. The guests were entertained by a trick roper, living statues, and more. The Dick Pope Awards recognize tourism leadership within Florida, specifically Central Florida, of those individuals who are instrumental in developing and sustaining tourism for this destination.

45 **Lavish Entertainment Complex, Themed Beach Retreats, Signature Welcome Party Continue to Wow Members And Guests At Lifestyle Holidays Vacation Club**

Chairman’s Circle Club, with headquarters located on the North Coast of the Dominican Republic on Cofresi Beach, is excited to have its highly

LATIN AMERICA

successful Chairman’s Circle Club House located just next door to the sprawling Lifestyle Resort and Lifestyle Holidays Vacation Club in Puerto Plata, overlooking the trendy and upscale Ocean World marina.

50 **Successful Conclusion to 1st AMDETUR Master Course in Sales & Marketing 2016**

The industry needs better trained executives in all phases of vacation club operations, so that they can offer quality services. With this in mind, AMDETUR strives to offer high-level training that meets the needs of the most demanding clients. As part of this effort, on September 19 to November 24, 2016, AMDETUR offered the first Master Course in Sales & Marketing, where expert instructors from Mexico and around the world, specializing in timeshare and vacation club operations were brought together to share know-how and experiences with more than 40 students, present in person and online, from leading tourist resorts and destinations affiliated with AMDETUR.



ASIA PACIFIC

52 **Eight million visitors – Australia sets new tourism record**

Australia welcomed more than eight million international tourists over the last 12 months according to figures released today by the Australian Bureau of Statistics. This is the first time Australia has broken the eight million visitor mark and comes just 18 months after visitor numbers eclipsed seven million annually. It took more than six years for visitor numbers to climb from five to six million. Also in this news piece, ATHOC has been working with the regulator for some time discussing potential changes to the current sunset clauses within the RG160. This paper has now been released and ATHOC is currently formulating a response. Find out what other news highlights form ATHOC.

EUROPE, MIDDLE EAST & AFRICA

58 TATOC: Tackling our challenges head-on
 Many would agree that 2016 was a challenging year – and the repercussions of the decisions made and the actions that were taken will last for many more years to come. In the UK where TATOC, the Timeshare Association, is based, they are monitoring the effects of 'Brexit' on our European-based resort members. Leading Brexiteer The Rt Hon Dr Liam Fox spoke at the 2016 TATOC conference and a poll of attendees predicted the referendum would indeed be a close race, ultimately won by the 'remainers'. So, the result was somewhat of a shock to us all and has thrown us into a state of limbo.

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Holiday Systems International...

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1 Year Older, 5 Years Better!

Holiday Systems International (HSI) provides a range of specialized services that make HSI more of a business builder than a strategic partner. Often copied but never equaled, HSI helps build businesses in ways other companies cannot. From improvements to existing products or services, to a new private-branded program created from the ground up, HSI is a strategic partner that is responsive, affordable, and proven. A business builder!

HSI provides specialized, private-branded sales, service, technology, and occupancy solutions for the global vacation ownership market. Its unique products and services have provided remarkable benefits to developers, owners, and HOAs alike throughout the full vacation ownership lifecycle. HSI is the recipient of numerous industry honors, such as the prestigious Perspective Magazine awards for Best Business Product, Best Online Service, Best Product Development, Best Membership Program, and Best Technology, among others. These award-winning services

have generated measurable positive results in a number of areas including: sales, rescission, sampler programs, lead generation, room occupancy, maintenance fee collections, member benefits, brand loyalty, and customer retention.

Established in 1993, HSI has been providing innovative business solutions to over four million private clients and thousands of global companies for 24 years. This past year included an evolution of industry enhancements that make one year seem like five, delivering diverse and relevant products and services to business partners looking to stay ahead of the game. The company's commitment to consumer value and premier service provides its partners with sustainable solutions, measurable through customer satisfaction and bottom-line revenues.

Perspective Magazine had a chance to speak with HSI CEO, Craig Morganson. This article captures his views on the industry, and what's new at HSI.



Positive Disruption

Every industry has periods of immobility, and even implosion. During these times, positive disruption is needed more than ever. When speaking with HSI CEO Craig Morganson, you quickly discern that HSI has a keen understanding of the industry, and a firm grasp on the many ways the vacation ownership industry has become stagnant. It takes only a few minutes to appreciate the many ways HSI has, and continues to, positively disrupt our industry. You might say that HSI is to vacation ownership what Tesla is to the automotive industry. And for those of you who know Craig, this is a fitting analogy.

One of the many ways HSI has positively disrupted the industry can be demonstrated through HSI's solution to maintenance fee delinquencies and resale listings. In fact, HSI has literally funded a valuable solution. HSI's credit system ("Advantage Credits®") allows vacation ownership members to spend their vacation ownership intervals like cash and even receive cash (maintenance fee/club fee relief). Not to be confused with the watered-down copies, HSI has actually paid over \$55 Million in maintenance fees that would have otherwise gone unpaid benefiting many thousands of customers and over 1,600 properties and HOAs! Customers are satisfied and partners benefit through increased maintenance fee receivable performance, customer retention and reduced resale listings.

HSI approaches all solutions in a way that ensures partner profitability, measurable customer value, and sustainability. HSI does not embrace "dog and pony show" sales tactics, and HSI does not offer breakage products. Start your conversation with HSI today and learn how you can positively disrupt the industry together.

Not Just a Product, a Business Builder

A smart business model includes well calculated, strategic, and diverse alliances. Does it make sense to build a new Microsoft®, or Apple®, or does it make more sense to leverage their strengths with yours? The most successful businesses focus on what they do best, and they establish diverse alliances. Additionally, without diversity in their alliances, businesses will score badly in their SWOT analysis.

Cost, difficulty, and time are all factors that impact success. But to compete, a business needs to be innovative, and on the forefront, and must take things to market quickly and affordably. The biggest obstacle with a great idea is often the very process of launching it efficiently so that it's valuable, relevant, and sustainable. Many great ideas are never launched because the cost to build the support infrastructure exceeds the ROI, or because the resources are just not available.

HSI partners leverage HSI's core competencies and its \$30 Million infrastructure to their maximum advantage. HSI executes turn-key

business operations that allow partners to focus on their strengths instead of trying to find the solutions HSI has already mastered through its infrastructure and decades of experience. HSI's core competencies of technology, travel aggregation, and private client services take great ideas from concept to performance quickly and with seamless integration. HSI's innovations provide partners and customers the best technologies, products and services, and also the tools to measure them. From improvements to existing products or services, to a new private-branded program created from the ground up, HSI is a strategic partner that is responsive, affordable, and proven. A business builder!

Not all Technologies are Created Equal

Without a doubt, technology development, hosting and maintenance comprise some of the most important elements to business success today. But not all technology is created equal. Good technology will produce good results, while bad technology will dissolve a company like a terminal disease. Today, technology defines a business's value proposition, marketability, efficiency, relevance, endurance, customer satisfaction and competitive edge. Proper technology development, hosting and maintenance can excel a company, but the costs to provide this in-house are so prohibitive that a company can quickly exhaust all of their resources chasing a dream that is never realized.

HSI's award-winning technology solutions span a virtually unlimited range, from sales enhancements to administrative tools, lodging management, and everything in between and beyond. As a technology expert, HSI provides its partners with both enhancements and ground-up development that provides measurable results. But HSI technology is not just eye candy, HSI uses best practices, modern infrastructure, talented in-house programmers, and a reliable disaster recovery system, among other important practices, equipment and talent that produce dependable results.

Business Building Transparency: Measuring a business' performance is paramount, but without intelligent performance transparency, it's impossible to make the important decisions that change results. Technology



solutions are pivotal in this area for data accuracy and data analytics. Moreover, good technology is easy to use and will reduce overhead. HSI's advanced technologies allow partners to enjoy the speed and strength of a proven infrastructure. HSI also empowers its partners with important knowledge obtained through HSI reporting and managerial tools to analyze performance. One example of this transparency is the HSI Admin System, which provides a wide range of real-time essential tools, including member services, member entitlement management, member activity tracking, travel trends, sales training resources, supply ordering, live sales assistance, employee benefit management and more. These tools are invaluable for analyzing performance and behavior, and for managing certain everyday tasks, while HSI's state-of-the-art, secure, web-based system is customized for each partner to ensure a simple and clean layout.

Business Building Inventory Management: For reservation systems and room inventory management, HSI's award-winning systems offer important management tools while significantly reducing overhead. Room inventory management is critical, and requires intelligent use of revenue management

practices and careful relationship balance. Properties need the right customers at the right rates, but also the ability to manage multiple room marketing relationships without overhead, and without diminishing their ADR through the general public. To accomplish this, and knowing that not all resort capabilities are the same, HSI provides a variety of award-winning Lodging Management Systems (LMS) ranging from extranet loading systems to the most advanced API data services, as well as full-service support. The LMS services provide efficient and effective Internet-based inventory management tools that allow properties to select target distribution channels, reach over four million new private clients, and utilize unique promotional tools, all without degrading their property or relinquishing control. The LMS opens new markets, creates new revenue streams, and saves properties millions of dollars in development costs and overhead. The LMS places “the right heads, in the right beds”.

Business Building User Interfaces: For sales and service, user interfaces are yet another example of how companies are judged differently today than in previous years. In fact, in many cases the user interface “is” the product. In the eyes of the consumer, a bad user interface = a bad company. However, a good user interface will close a sale, increase customer satisfaction, better monetize customers, improve attrition,

HSI delivers reliable, efficient and affordable solutions that enable HSI partners to better monetize and satisfy their customers. And, in addition to the technology, HSI includes the legal documents, forms and regulatory compliance, along with award-winning A+ service in seven languages. In every case HSI partners can rely on the underlying technology that supports HSI user interfaces for consistent performance, reliable historical data, intuitive functionality, fast response times and advanced behavioral marketing solutions.

It’s about the Partnership

HSI is a business builder that helps businesses evolve from low-tech (or no-tech) to a sophisticated and competitive entity. HSI solutions are wide-ranging, including ground up projects, member benefits, sales tools, sampler programs, premiums, lead generation, occupancy solutions, maintenance fee performance, online reservation systems, advanced technologies and more. HSI solutions benefit start-ups, small companies, and large well-established companies alike.

HSI is not interested in simply adding more partners to their list of “affiliates”. HSI is a 24-year-old privately held company that remains in motion. Not just a company, but a dynamic entity obsessed with innovation and evolution, and driven by answering the needs and wants

HSI is a business builder that helps businesses evolve from low-tech (or no-tech) to a sophisticated and competitive entity.

and is supported by a reliable infrastructure. A bad user interface will produce all the opposite results. HSI provides award-winning private-branded user interfaces. Whether a new vacation club from the ground up, a new travel club from the ground up, a facelift to an existing system, or new features and functions, HSI creates the world’s most reliable, sophisticated and beautiful user interfaces being used today. With HSI, HSI partners better monetize their customers for life. Whether it’s a home resort website, an internal reservation system, an enhanced points redemption system, a loyalty program, a promotion, or a full blown value proposition enhancement including more travel options than any other single provider;

of the industry and their individual partners. If your business can dream it, HSI can create it for you, or HSI has already done it and is waiting to share it with you!

Ideas brought forth by partners are met with passion and enthusiasm over the creation, implementation and results to be obtained. This responsive attitude not only builds the foundation for successful partnerships but provides excellent service for consumers, and **BUILDS BUSINESSES.**

As a private-branded solutions company, HSI is not a box of coupons serviced by various third-party companies. All custom



solutions provide full-circle sustainability to value, brand, and the bottom-line, and are fully supported by award-winning A+ service in seven languages. And HSI's willingness to remain anonymous provides its partners with complete branding and recognition without diluting the process. The only acknowledgment HSI requires is a satisfied customer.

HSI partners are not forced into a "box" that will not fit their needs. Companies seeking solutions will find HSI to be a refreshing ally, responsive, innovative, generous and above all...fully competent, backed by the technology, experience and business acumen to deliver on any request.

An HSI partnership produces results, expands the demographics of prospective customers, increases sales, reduces rescission, improves attrition, and better monetizes customers for their entire life and over a wider segment of their purchasing behavior.

Start a Conversation

If you are in the travel industry, it should be mandatory that you speak with HSI. Learn

how HSI can help eliminate obstacles to better achieve your goals.

If you are a start-up, or a company looking to improve sales, value proposition, retention, occupancy, tour flow, efficiency, service, technology, premiums, FDIs, lead generation, maintenance fee performance, club fee performance, points systems, or something else, start a conversation with HSI today.

Still not sure exactly what HSI does, or how HSI can help you? Just contact HSI and start the conversation. If you have a need or a new concept, and would like to discuss execution, just contact Craig directly. We know he loves those conversations!

To learn how HSI can help your business grow by five years in only one, start a conversation with HSI today:

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FEATURED INDUSTRY HEADLINES

ARC Resorts' Daytona Property Rebounds After Hurricane Matthew

Orlando, Florida, December 08, 2016 – (INTUITION) – After Hurricane Matthew struck Florida with Category 3 winds in October, The Suites at Americano Beach in Daytona Florida was hit by disaster during a renovation project.

In February, ARC Resorts (ARC) acquired the rights to The Americano Beach Lodge Resort Condominium Association Inc. to uniformly redevelop and manage the 198 timeshare units located in Daytona Beach, Florida. Their objective is to redevelop and revitalize the property without burdening the timeshare unit owners with special assessments.

Hurricane Matthew landed six months later, battering the coastline, and causing significant damage. A large portion of Volusia County was left without power for over a week. Many of the hotels and resorts along historic A1A suffered extensive damage.

At The Suites at Americano Beach, the storm surge overwhelmed the Beachside Tiki Bar and the surrounding maintenance area beneath the pool deck. A large portion of the Sea Wall was washed away. The CAT 3 Wind forced significant water intrusion in the units, and compromised the window systems. The wind also compromised all the roofing systems. The resort ran on partial power for several days, which affected several major systems, such as the elevators and the cooling tower.

Prior to the natural disaster however, ARC assessed the newly attained property in a thorough Insurance Review. They were able to upgrade the insurance coverage

while lowering annual premiums. One feature in the upgrade was Business Interruption as a line item of additional hazard insurance coverage. This due diligence established security for ARC as an investor and shielded timeshare owners from excessive assessments.

When the state of Florida mandated an evacuation, ARC's first priority was to vacate all guests and staff to ensure their safety. Once empty, the ARC Resorts team took preventative measures to secure all aspects of the property most likely to be affected by the storm, which limited some potential damage.

ARC's post-storm recovery was expedited through their partnership with Belfor Property Restoration, a First Response and Emergency Mitigation company nationwide, plus a team of Engineers, General Contractors and Consultants. After removing standing water in the common areas and the units, treating excessive humidity levels and debris removal, they installed temporary AC systems throughout the lobby and first floor common areas. The swimming pool equipment and control panel, located beneath the pool deck, were severely damaged by the storm surge and required all new wiring and electrical. Despite the damage, the property was able to re-open for guests in less than three weeks.

"While adequate preparation is essential, the focus and organization of the team during the initial recovery efforts was the key to an expeditious and smooth return to normal operations." Says Greg Mafcher, Director of Resort Operations, Florida, ARC Resorts.



Although there is still damage to restore, unlike many surrounding hotels and resorts, ARC's timeshare owners were able to occupy the property with comfort in a matter of a few weeks, and is testament to the necessity of expert resort management, who can quickly react to a crisis above and beyond standard preventative procedures.

ARC Resorts is dedicated to developing a large portfolio of resorts and services through acquisitions and affiliations, giving benefits to all parties involved and increasing resort profitability through expert marketing, sales, and rental programs offered.

ARC provides its resort clients with a wide range of fully integrative and supportive services, professional financial planning and restructuring, resort operations staffing and sales and marketing support.

For more information, visit www.arcresorts.com.

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FEATURED INDUSTRY HEADLINES

RTX Engages Members to GetFeedback on the Travel Experience

Orlando, Florida, January 1, 2017 (INTUITION) – Global timeshare exchange leader, Resort Travel & Xchange, revamped its member surveys in the 3rd quarter of 2016 through the integration of the online software, GetFeedback. The new platform surveys members in the areas of customer service, reservations and resort experience.

In an effort to consistently improve service and membership features, RTX selected the survey company's platform to integrate with the current RTX customer service management system and email software. The seamless process created for members provides feedback, collects responses, analyzes results and uses data to help make decisions based on the awareness of members' experiences.

"We've tried a few different options over the years for surveying members, and we feel that GetFeedback gives us the best of both worlds: the integration with our existing platforms is crucial for our operations, and we think our members will love the design and user-friendliness

of the surveys," said Justin Hunter, Vice President of Operations for RTX.

The survey identifies both the areas RTX excels in and those which can be improved upon. The redesigned system furthers Resort Travel & Xchange's ability to gain feedback, improve customer relationships and provide positive recognition for the role employees play in engaging guests is converted to real-time analytics based on all RTX interactions.

Members receive an email within 24 hours that includes a link to a brief customer service survey every time they place a call to RTX for any reason, such as requesting a reservation or depositing points. Members can complete the survey in no more than 2 to 3 minutes and the submitted results are tied to their accounts. The data is additionally connected to the customer service agent or Travel Consultant that assisted the member with the call. Not only does the revamp help RTX with individual customers' needs, but it assists with representative training, recognition and

rewards for employees who consistently have high praise from members.

Resort Travel & Xchange is jointly utilizing the new survey platform in the form of a resort survey. Members receive the survey within 2 weeks of returning home from an RTX reservation. This enables the premier exchange company to see what destinations, resorts, amenities and overall vacation experiences members love. The feedback generated provides RTX with strategic insight to business partnerships that represent its clientele and their most adored resorts.

The authenticity of the reports identifies any potential issues that may have occurred while simultaneously building the internal resort rating system. RTX uses the survey to provide the most relevant information to over 80,000 members and ultimately guide the decision-making process as to which resort may be the best for each individual's vacation. The survey data facilitates RTX's commitment to its members by offering a better way to exchange through extraordinary service.

RTX Wraps Up the Meaning of Christmas with the Christmas Angel Program

Resort Travel & Xchange (RTX) partnered with Patton Hospitality Management (PHM) and Resort Hospitality Solutions (RHS) to shop and deliver presents for a local Christmas Angel Program after raising a grand total of \$19,184 at their hosted casino-themed fundraiser.

RTX, PHM, and RHS invited employees from Asheville, N.C. to gather for a night of charitable fun in support of

the Asheville Buncombe Community Christian Ministries' (ABCCM) Christmas Angel Program. The non-profit organization provides underprivileged children with gifts who would otherwise wake up on Christmas without anything from Santa. All contributions came from approximately 100 employees from RTX and our partner companies Patton Hospitality Management & Resort Hospitality Solutions.

"The generosity of our employees at RTX and our partner companies for this fundraiser is remarkable and the perfect example of coming together to show what is important during the holidays," said Sara Little, Senior Director of Communications for RTX. "We'd also like to thank local businesses and individuals who donated items to the raffle and silent auction portion of the event, which contributed \$1,700 to the amount raised."

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Relying on INTUITION to Manage the Customer Journey

There is a monumental difference between a consumer satisfied by Customer Service and a person loyally engaged by the Customer Experience. The question is no longer, "How can I help you?"; but understanding how to exceed expectations from the moment the customer makes contact with your business until the moment they are done.

Customer Service is about attaining Satisfied Customers.

Customer Experience is about attaining Loyal and Engaged Customers.

According to the White House Office of Consumer Affairs, a current customer is worth up to ten times as much as their first purchase. A large percentage of companies operate in an attempt to reach that maximum customer value

by trying to offer amazing customer service all of the time. Service can only be delivered during and after a customer purchases your product, but every interaction with a customer must be part of the experience for the customer. So the question to ask is how Random or how Managed is the experience that your company is delivering?

the overall experience. Instead of leaving the customer journey up to chance, companies must direct the process.

As an official TripAdvisor Partner, INTUITION Brand Marketing works with TripAdvisor Reviews, tracking and analyzing the Customer Experience for clients. The report of the most recent

It is imperative to the long-term success and profitability of a business to manage each touch point a customer has with the overall experience.

Customer Experience involves much more people and moving parts than directly servicing a customer. It is imperative to the long-term success and profitability of a business to manage each touch point a customer has with

40,000 TripAdvisor review insight broke down where businesses successfully managed the experience and where customers were negatively influenced.

It all starts with "BUT".

Customer Experience

What Is The Overall Experience?

- From the moment they make contact with you until the moment they are done -



Of the 40,000 TripAdvisor Reviews pulled, over 15,000 of them included the word "BUT", nearly 40% of all reviews.

The analysis then led to the understanding that the majority of the 15,000 BUTs were not a result of negative reviews, with 50% of BUTs associated with 5-star reviews and a further 30% of BUTs with 4-star reviews. As the ratings decreased the number of BUTs decreased, right down to the worst rating reviews having the least amount of BUTs.

This is because when someone complains they are straight to the point, whereas when someone has had a pretty good experience, there's often still a BUT that drags down the score or takes away from the perfect review.

Furthermore, 32% of all 5-star reviews had the word BUT in them, whereas

50% of BUTs associated with 5-star reviews and a further 30% of BUTs with 4-star reviews

the majority 68% did not, determining that, for the most part, a 5-star review accurately reflects a 5-star review.

When it came to 4-star reviews, however, over half (51%) included the word BUT in them and 49% did not. Half of all 4-star reviews saw a 20% drop in satisfaction ratings due to a BUT. The BUT exaggerates the negative overall experience and can make the difference between being in the Top 10 hotels on TripAdvisor for an area and being almost invisible, which dramatically affects the volume of OTA generated bookings, and therefore costing a resort significant revenue.

Beyond the top 5 and 4-star reviews, 55% of 3-star reviews had the word BUT in them, 45% did not. Similarities in 2-star ratings show that the same principles apply, with approximately half = marked down even further due to a BUT. Whereas 1-star ratings produced comments with

40% including BUT, with 60% not – almost the polar opposite of 5-star reviews.

By embracing technology businesses will continue to become perpetually more efficient in strategically implementing plans to determine what comes after the BUTs. To engage a customer effectively you need to understand them, their experience and manage every possible touch point.

A company that is customer-centric knows the attributes and characteristics of their consumers, as well as their fear and frustrations about the company, products or services in order to understand the perfect scenario to fully satisfy their needs. This begins with the creation of a Customer Journey Map that outlines where, when and how these touch points are directed.

Customer Service

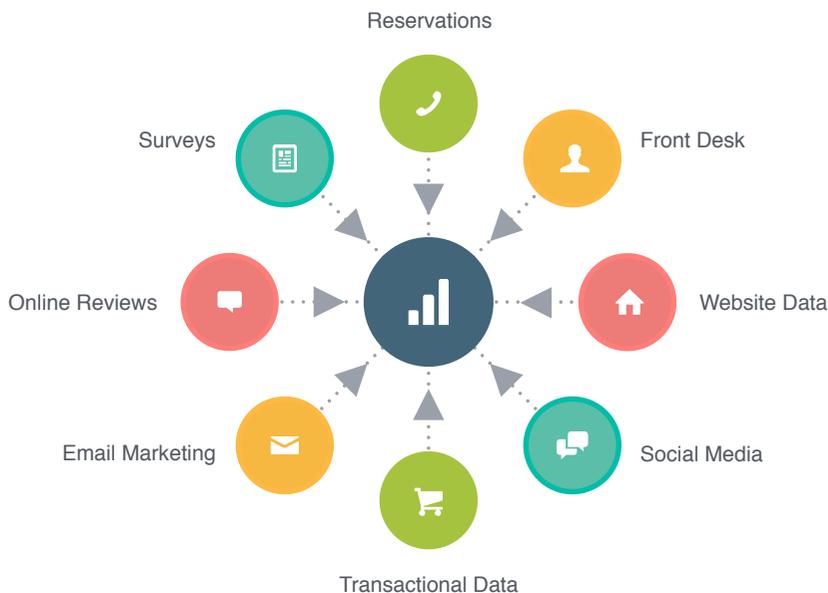
What Can I Do For You?
How Can I Help You?



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A typical business scenario begins with Awareness. This can be through PR, Direct Mail, PPC, Print/TV, Email or Social Media. Once a customer becomes aware of the product or service, they move to

There's No Shortage Of Customer Data



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the Evaluation phase, which starts with researching more about the company. If the service passes that test, they may reach out with questions, still evaluating whether they want to do business with your company or the competition.

The next two stages work together based on the customer's experience with their Purchase and Use of what is offered. This is also where you can lose a potentially loyal customer if they are not able to easily navigate and find what they are looking for.

Once the customer finds gratification in the Use of their purchase, they move into the Repurchase phase, which is time-sensitive. It is most likely that they will buy choose your business to buy from again, specifically through the use of email marketing automation, with special rates and time sensitive offers.

When a customer Purchase and more particularly, Repurchases, a product or service they move into the Advocacy stage. This is where many companies fail to be successful in turning customers into brand advocates.

Customer Profiling is a key component to growing a business and plays a crucial role in attracting new customers and encouraging existing customers to transact more, and the latest technologies make it easier than ever to do so.

While a consumer's engagement with the company is fresh in their minds, it is critical to extend their satisfaction through online reviews and sharing their experiences on social media. Creating a social community where your existing customers can share their favorite moments on a company Facebook Page or Instagram account helps attract new customers and generate buzz at no cost other than the time taken to manage a pro-active two-way social media campaign.

By getting to know your consumer

Customer Service vs Customer Experience

Satisfied Customers



Loyal & Engaged Customers



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base better through Customer Profiling, you will also be able to serve current customers at a higher level, as well as target new customers in a much more effective way. Customer Profiling provides a competitive advantage that cannot be gained in any other way and it can positively affect every aspect of your business.

There are two primary ways of Customer Profiling – using existing data already collected and market research. The objective is to know why your customers do business with you and how likely they are to continue their loyalty.

There's no shortage of data or capability for analyzing data of our customers. Every day there's more data from transaction systems, third-party data, website traffic, social media insights and more that can be used to better understand current and future customers.

Typically, a company will have several systems or cloud-based software programs that may or may not talk to each other that all gather different aspects of data for different purposes.

Implementing an architecture that enables a combined interpretation of the different data sets with ease is the key to continuing the customer journey.

There are several platforms out there you can use to achieve this, but of course, the INTUITION platform does exactly this, and includes industry specific additions. To capture these key identifiers, a Unique Customer ID and/or an Email Address.

In both cases these identifiers, even when duplicated across multiple systems will refer to a specific and unique individual. If one or more of these identifiers exists in two different data sets, then a relationship is formed between the two, and an advanced analytics program can glean many insights from it.

Specific to the timeshare and hospitality industry, data sets can be broken down into three or more parts. For example, the INTUITION platform can create Data Set 1 to include the Reservation Details and a second Data Set to collect a Post Stay Survey.

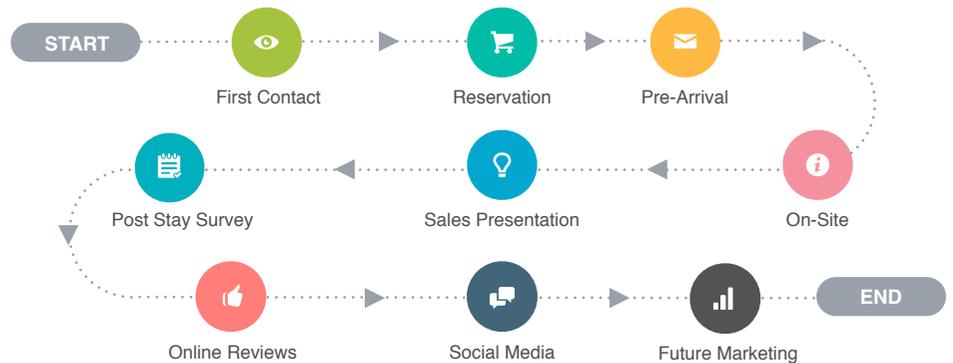
The addition of a 3rd data set of On-

Site Transactional Data provided the ability to see the relationship between what they paid for the vacation, their on-site spend, and their satisfaction levels in relation to each price point as well as total expenditure. Once you can visualize these relationships across various data sets, clear trends will appear that can be used to build an accurate customer profile.

INTUITION analyzes the unique or prevalent areas in each data set, identifying demographic, psychographic, behavior, and transactional statistics. This provides the ability to add touch points to the Customer Journey and capture data on First Contact with the consumer, the Reservation process, Pre-Arrival expectations, On-Site feedback, Sales Presentation Survey satisfaction level, and Post-Stay Surveys.

Post-Stay Surveys are probably the largest wealth of data for INTUITION clients due to the ability to collect TripAdvisor Reviews from inside

Customer Journey Map



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TripAdvisor generates the lions share of a resort's online reviews, and for those that think TripAdvisor isn't important: It's the largest Travel Website in the world with more than 385 million online reviews and opinions, 6.6 million businesses listed on the site of which over 1 million are

popular social media sites for mentions and be alerted to any references of your company or resort.

The INTUITION platform is an investment in the ability track and compare the performance of competitors Online Review and Social Media, and provides the ability to search for common keywords and phrases inside of all of the competitors' comments and reviews. This feature provides the advantage of comparing positive and negative trends in order to find areas where marketing departments can better compete to produce more revenue.

The defined areas of success and areas for improvement shown across the entire customer journey and throughout various company departments, products and services, enables adaptation for making intelligent changes or improvements. Performance data allows for Predictive Analytics, defining areas where business performed the best and what revenue those areas brought from what type of customers, using historical analysis.

INTUITION is the ability to understand something immediately, without the need for conscious reasoning. Manage with confidence.

By embracing technology businesses will continue to become perpetually more efficient in strategically implementing plans to determine what comes after the BUTs.

of the survey, without guests ever having to visit TripAdvisor.com, which greatly increases the number of online reviews received. Guests are asked a series of questions that are typically categorized as Check-In / Check-Out, Room Quality, Quality of Service, On-Site Facilities, and Overall Experience, although all of the INTUITION surveys are custom built to the requirements of each client.

Once the guest has left the controlled environment of the vacation it becomes even more important to monitor what they say about their experience and this primarily will be via online reviews and social media.

hotels and specialty lodging, and 815,000 additional vacation rentals with more than 255 new contributions every minute from over 110 million marketable members.

Jointly Collected Reviews generated by INTUITION have the email address and Unique ID for the guest so the platform can directly add these results into each guest profile. This feature enables businesses to deal with issues offline and once accommodated can be used to encourage the guest to amend or remove any negative review.

For the rest of the reviews there's a wealth of information that can easily be explored in a variety of ways, such as tracking

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FEATURED INDUSTRY HEADLINES

Unlimited Vacation Club's General Director, Jorge Herrera, Awarded for Tourism Excellence

Orlando, Florida, December DAY, 2016 (INTUITION) – Jorge Herrera, Unlimited Vacation Club (UVC) by AMResorts® Managing Director, presented the successful project titled "Unlimited Vacation Club, A New Business Model" at the Miguel Alemán XXVII Tourism Conference. Following Herrera's lecture, he received the prestigious Miguel Alemán Valdés Award for Tourism Excellence.

Named after Mexico's President from 1946 to 1952, the Miguel Alemán Valdés Award for Tourism Excellence was created in 1989 to recognize distinguished professionals who have significantly impacted tourism in Mexico. The Miguel Alemán Foundation was established to promote the development of tourism in the country and invites prominent influencers to speak on the projects that have advanced the industry.

With over 30 years of experience in the tourism industry, Jorge Herrera served as an advisor to the Under-Secretaries of Planning and Operations at Mexico's Ministry of Tourism. Herrera has also held the title of General Director for properties in Mexico, Central America, and the Caribbean. In 2016, Jorge Herrera was elected President of the National Council of AMDETUR for the Mexican Resort Development Association. AMDETUR is an industry leading association devoted to the progression of Mexico's tourism.

UVC has grown to an impressive 50,000



members since its launch in October 2010. Herrera has successfully contributed to the growth of UVC's membership base by building partnerships over the years with the industry's top travel partners, including I.C.E. Gallery, RCI® and Hertz® in Mexico. With the wide range of benefits that the club offers, they have been able to turn loyal AMResorts travelers into lifelong UVC members.

Jorge's celebrated award, position as President of AMDETUR, and support from UVC is sure to lead a prominent year of success for both Herrera and the fast-growing luxury vacation club. While AMResorts plans to open over 60 years by the end of 2018 in 8 countries, UVC aims to double their membership database.

About Unlimited Vacation Club

Unlimited Vacation Club by AMResorts® is an exclusive travel club providing exclusive privileges to its members at luxurious AMResorts properties throughout Mexico, the Caribbean, Costa Rica and Panama. Through a variety of participation levels, discerning travelers can enjoy an array of benefits when they travel to any Zoëtry® Wellness & Spa Resorts, Secrets® Resorts & Spas, Breathless® Resorts & Spas, Dreams® Resorts & Spas, Now® Resorts & Spas and Sunscape® Resorts & Spas. Our over 50,000 members can even enjoy access to exclusive partner offers. For more information, visit www.unlimitedvacationclub.com.

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FEATURED INDUSTRY HEADLINES

Festiva's Golf Tournament Scores a Hole-In-One for Charitable Donations

Orlando, Florida, Month Day, 2016 – (INTUITION) – Festiva Development Group, a leader in the privately held vacation ownership industry, hosted its 5th Festiva Charitable Fund Golf Tournament which raised over \$80,000 in donations. The tournament teed off at the Wachesaw Plantation East golf course in Murrells Inlet, South Carolina on October 4th, 2016

Founded in 2006, the Festiva Charitable Fund's primary focus is to provide a flexible endowment fund to promote youth education, eliminate poverty in the community, and respond to extraordinary global events. This year's proceeds reached an astounding grand total of \$84,772.26.

The charity's enormous achievement would not have been possible without help from the generous sponsors, forming 26 teams and 104 players. The first place winning team, Patrick Capital Partners Team, was followed by Festiva's Sales Team Hightower in second place, and Festiva Sales Team Fender in third.

"We were thrilled to have another successful golf tournament to benefit the Festiva Charitable Fund this year. We are so grateful for our sponsors, players and volunteers who work hard to make this event a success, and we're always so honored to be able to help so many communities where our resorts are located through donations from the fund," said Herbert "Butch" Patrick, Jr., co-founder and president of Festiva Development Group.

The successful event is a testament to the company's mission of giving back and creating a lasting change in communities where its employees live and work. Over the



years, the Festiva Charitable Fund has raised approximately \$305,500 through the golf tournaments alone.

Festiva's commitment to giving back began with the development of its first resort in 2000 which is located in Myrtle Beach, S.C. The extensive number of desirable vacation destinations led the company to become one of the most favorable privately held vacation ownership companies in the United States. Driven by its commitment to improving people's lives by providing a lifetime of travel, Festiva markets and sells vacation ownership through its innovating points-based membership program.

The Festiva Charitable Fund is managed by The Community Foundation of Western North Carolina, a nonprofit organization dedicated to promoting and expanding philanthropy. For more information on

the Charitable Fund or The Community Foundation of Western North Carolina, visit Festiva's homepage or the CFWNC site.

About RTX

Resort Travel & Xchange (RTX) is a timeshare and vacation ownership exchange company based in Asheville, N.C. RTX works with a number of resorts and developers throughout the world to provide the best exchange options possible to its members. In addition to exchange services, RTX offers numerous travel benefits to members, such as reservation protection, rebates, travel discounts and more. RTX also has a robust selection of partner solutions for resorts, management companies and HOAs, including member servicing, marketing, communications and more. RTX has approximately 80,000 members.

For more information visit www.rtx.travel.



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FEATURED INDUSTRY HEADLINES

Zealandia Holding Company Named to 2016 Grant Thornton North Carolina 100®

Orlando, Florida, December 22, 2016 – (INTUITION) – Zealandia Holding Company, a leading operator or resort and timeshare destinations, has been named one of the 2016 Grant Thornton North Carolina 100® (NC100). The distinguished list identifies and honors the highest-ranking private companies in state by revenue.

Zealandia Holding Company's strong leadership and strategic decisions and 850 employees joined the prestigious Top 100 companies ranked as the state's largest private companies by revenue. Founded in 2000, Zealandia Holding Co. rapidly grew through impressive acquisitions to one of the most successful private timeshare and vacation management companies in the country.

"We are honored to be included on this year's Grant Thornton North Carolina 100® list," said Herbert "Butch" Patrick, Jr., CEO at Zealandia Holding Co. "This award reaffirms our prominence in the marketplace and our commitment to the community. We are proud to be recognized as one of the largest privately-held businesses in North Carolina."

Since 1984, the NC100 has ranked the state's largest private companies by revenue in the most recent fiscal year, based on data provided by the participants. Zealandia Holding Co. is the parent company to Festiva Development Group, ETourandTravel, Patton Hospitality Management, Festiva Sailing Vacations, Resort Travel Xchange and Zealandia Capital.



Zealandia Holding Company
INCORPORATED

The complete list was released in the October issue of Business North Carolina and can be viewed at GrantThornton.com/NC100.

Holiday Inn Club Vacations Donates More Than 6,000 Toys & 22,000 to Needy Children

Orange Lake Resorts, home to Holiday Inn Club Vacations® brand, recently collected more than 6,000 toys and raised \$22,000 for charitable organizations companywide. \$14,500 in cash and more than 4,000 toys were donated to the Marine Toys for Tots Foundation's annual holiday toy drive, while the remaining funds and toys were donated to communities that are not supported by the Toys for Tots program. Employee fundraising events and toy drives were held at many of the company's resort properties throughout the United States including the company's annual employee Toy Trot 5K

"Orange Lake Resorts is proud to support the efforts of the U.S. Marine Corp Reserves as they strive to make the holidays a special time for less fortunate children and families across the United States," said Don Harrill, CEO of Orange Lake Resorts. "Their efforts will positively affect millions of children this year."

The primary goal of Toys for Tots is to deliver, through a new toy at Christmas, a message of hope to less fortunate youngsters that will assist them in becoming responsible, productive, and patriotic citizens. In 2015, 18 million toys were distributed to 7 million less fortunate children covering all 50 States,

the District of Columbia, Puerto Rico and the Virgin Islands.



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By joining the NTOA, you become part of a community dedicated to supporting timeshare owners. As the premier organization giving a united voice to the nearly 8 million timeshare owners in the United States and Canada, the NTOA proactively seeks opportunities to promote the timeshare industry's continued growth and positive public image. Members gain access to some of the most powerful information and educational tools available to timeshare owners today. The members-only area of our website offers travel-related discounts, special rate VO financing/refinancing, an online education center, an one-stop news source, and so much more!

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C.A.R.E Cultivates Communication for 2017



Virginia Beach, VA, site of C.A.R.E. 2017 Spring Conference from May 6-9, 2017

As C.A.R.E.'s (Cooperative Association of Resort Exchangers) 63rd Semi-Annual conference successfully came to a close at the Hyatt Regency Lake Tahoe Resort, Spa, and Casino in Lake Tahoe, Nevada, the association turned focus to the future for members and the industry.

C.A.R.E. President Linda Mayhugh, partner with Advantage Travel/ Accommodations Unlimited, has been taking strides to expand the association's reach and open the door for new opportunities. Perspective Magazine has reviewed the most pertinent subjects that have arisen based on President Mayhugh's experience moderating Question and Answer sessions in

accordance with the Cooperative Association of Resort Exchangers mission to promote ethical and outstanding vacation services by providing education and networking opportunities.

Frequency of Conferences

A majority of members feel that C.A.R.E conferences should be reduced from a semi-annual platform to an annual event. According to the By-Laws for the Regulation of the Cooperative Association of Resort Exchangers, Article II.I states, "Semi-annual meetings of the Membership shall be held in the spring and fall seasons on such dates and at such times and places as may be fixed by the Board." The conferences are divided by season and coast, with the Spring

conferences generally held on the East Coast and Fall conferences typically on the West.

Due to C.A.R.E.'s diligence to its members and structure of consistent improvement and revision, a successful vote was approved by the membership to put the decision in the hands of directors. Therefore, the updated By-Laws now read that "Meetings of the Membership shall be held on such dates and at such times and places as may be fixed by the Board". An Annual Winter Board Meeting will include the topic of meeting frequency and a decision is likely to be made as to whether C.A.R.E networking events will be held once or twice a year for the 2018 conference year.

Attendance at Events

The diverse membership promotes partnership opportunities to Resort Developers, Management and Exchange Companies, HOA's, Travel Clubs and Wholesalers as well as many respected industry service providers bringing value added revenue enhancement opportunities. C.A.R.E. has flourished in the industry with member companies offering more than 2,500 vacation properties and servicing approximately one million vacation owners and members worldwide.

C.A.R.E ensures a return on investment for attendees' time and considers participation an extraordinary value of their conferences that can help organizations and individuals achieve results. C.A.R.E is inclusive to all qualified members who are committed to abiding by the Code of Standards and Ethics.

The conference has seen a slight reduction in attendance due to economic situations for some of the smaller companies in the last couple of years however; President Mayhugh feels the future is positive. Conference promotion and solidified relationships with both



select destinations in more remote locations with timeshare resorts; however, C.A.R.E. has found, and historical data shows, that those destinations are more difficult and more expensive to travel to, and generally are lower in attendance.

So while the membership majority vote may sway toward conferences in more urban areas, the goal of the Board's

conferences are held. The initiative, C.A.R.E. Gives Back, is an integral practice to the association that addresses the need for a professional system of values in corporate social responsibility. When conferences are held in highly populated areas, the opportunities to give back are exponential.

C.A.R.E. 64th Semi-Annual Conference May 6 - 9, 2017

Wyndham Virginia Beach Oceanfront

Virginia Beach, VA

the media and within the industry show C.A.R.E.'s prominence in the field. The economic upswing and natural insurgency are beginning to shift in favor of the association's audience. The most recent conference in October 2016 saw an increase in overall attendance by nearly 15%, with 20% of all attendees being new or first time members.

Location Selection

Many members are curious as to how and why conference locations are chosen. Attendees have voiced their desire to

selection is to provide an affordable opportunity to meet the needs of the realistic majority. The selection criteria are surveyed with the association's mission of extending business introductions and promote outstanding services for the vacation industry while keeping conference registration fees and C.A.R.E. expenses at a minimum.

Metropolitan regions can be justified beyond practicality. C.A.R.E. is committed to involving members to give back to the communities where

Digital Mobility

Care-Online.org is the official website and directory hosted by YourMembership.com. The privately facilitated website is utilized to better cater to C.A.R.E. members. The all-inclusive platform allows association management practicality to enhance interactive social communities. C.A.R.E. deliberately chose to offer members this source to make information more readily available. Members are able to access conference reservations, member renewals and account management, and digitally participate in online conversations. The website operates as an Online Directory similar to the way a Google search works. Although all of these processes are still available in manual forms, C.A.R.E. has seen an approximate 90% increase in traffic on the browser and mobile versions.



2016 Fall Conference Topaz Sponsors, Edgar Mapula, Holiday Systems International (left) with President Linda Mayhugh (center) and Linda Yori, Hopaway Holiday (right)

Enjoying a brisk Fall Evening of Recognition, Relaxation and Networking

The association's self-managed website has sparked President Mayhugh's semiannual Webinar Series success. The webinar gives more in-depth details about the C.A.R.E. mission and is formulated in a way that invites members and clients to generate prospective business. Typically lasting an hour, Mayhugh has advanced the utilization of this format to reach 50 to 60 people in the last year and a half in comparison to their slightly more than 125 member companies. The webinar provides information such as the C.A.R.E. structure, the role of C.A.R.E, an explanation of memberships, the C.A.R.E accreditation process, C.A.R.E committees, and the valuable opportunity to

get answers directly from the President herself.

C.A.R.E.'s 64th Semi-Annual Conference

C.A.R.E. is proud to announce the 2017 Spring Conference to be held at the Wyndham Virginia Beach Oceanfront. The 64th Semi-Annual Conference will take place from May 6 - May 9, 2017, in Virginia Beach, Virginia.

Members and Non-members are encouraged and welcome to attend any C.A.R.E. Conference, feel free to reach out to President Mayhugh for more information on this growing association and see how you can get involved. lmayhugh@care-online.org or 800-636-5646, extension 700.

2017 Spring Conference Highlights

- Randall Dean, MBA (The Email Sanity Expert®) of Randall Dean Consulting & Training, LLC to deliver his key note address "Finding an Extra Hour Every Day: Key Strategies for Time, E-Mail, Clutter and Distraction Management"
- Sharon Scott-Wilson of the Resort Trades is set to share knowledge from her multiple years of industry archives and entelechy.
- Key networking events are always a C.A.R.E. focus and are sure not to disappoint in Virginia Beach!
- Get to know the attendees through the one-of-a-kind member only roll call and speed networking sessions.
- Exhibitor and Media Marketplace opportunities are still available for members and non-members.
- Silent and Live Auction Fun and Opportunity
- All this and more...plus an affordable conference at an Oceanfront property, what more enticement do you need?



Conference Attendees Sonya Halladay, Hawaii Time Share Exchange (left), Heather Bodwell and Nick Burson (center), Trading Places International and Amanda Hertzberg, Resort Parks International (right) compare notes during conference session



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Partial list of Global Timeshare Developers in attendance, 2010-2015 ARDA World Convention

Perspective News

FEATURED INDUSTRY HEADLINES

Westgate Las Vegas Named A Most Popular Las Vegas Hotel by Expedia

Westgate Resorts is pleased to announce that Westgate Las Vegas Resort & Casino has been listed among the "20 Most Popular Hotels in Las Vegas" by Expedia, the world's largest online travel company. The findings were reported in the December 21, 2016, online issue of USA Today, which requested Expedia to analyze its data to determine the 20 most booked hotels in major U.S. destinations, including Las Vegas, New York City, Chicago and Miami.

"With its premier location, luxurious accommodations with spectacular views and world-class amenities, Westgate Las Vegas Resort & Casino has evolved into one of the top resort destinations in Las Vegas," said David Siegel, president and CEO of Westgate Resorts. "The amazing team at Westgate Las Vegas has done a tremendous job and I am certain they

will continue to strive to provide an outstanding resort experience for our guests."

Ideally located adjacent to the Las Vegas Convention Center and just one block from the world-famous Las Vegas Strip, the legendary Westgate Las Vegas Resort & Casino has undergone a renovation in excess of \$200 million over the past year that has encompassed every square inch of its property. With more than 1,200 remodeled Signature Rooms and remodeled convention space, Westgate Las Vegas has further established itself as a world-class destination. Onsite amenities at Westgate Las Vegas include a 95,000-square-foot casino with the world's largest Race and Sports SuperBook®, eight restaurants including the award-winning Edge Steakhouse, state-of-the-art live entertainment venues such as

the International Westgate Theater and Westgate Cabaret, newly renovated pool deck six tennis courts, fitness center, exclusive access to championship golf at the adjacent Las Vegas Country Club and an onsite Las Vegas Monorail station.



Paramount Hospitality Management Expands with the Addition of the International Palms Resort & Convention Center

Paramount Hospitality Management, a premier full service Florida based hospitality management company, announced today that it has signed an agreement to provide third-party management services for the International Palms Resort & Conference Center.

Located at 6515 International Drive, the hotel is scheduled to close in early 2017 to undergo a complete renovation that will include a branding change, remodeled guest rooms, lobby & dining facilities, pool area and 18,000 sq. feet of convention space. Renovations are expected to be complete in the fourth

quarter of 2017 with a re-opening date scheduled shortly thereafter.

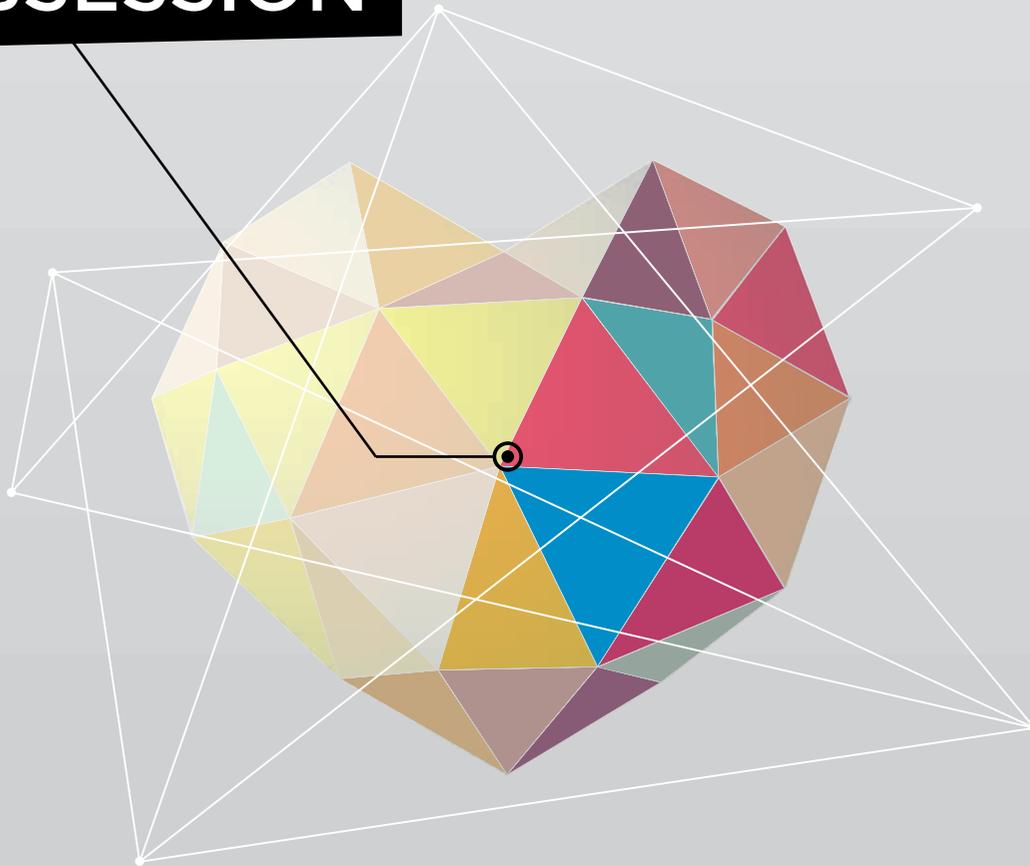
A favorite with both leisure guests and corporate travelers, the 652-room International Palms Resort & Conference Center is located along the heart of the International Drive tourist corridor just minutes from Walt Disney World, Universal Orlando, and SeaWorld.

At the helm during the renovation will be industry veteran, Rod O'Connor, Complex General Manager for the Avanti Resort and now the International Palms Resort & Conference Center. O'Connor

has been a prolific leader in the Orlando tourism community and will provide leadership and direction to the PHM property operational team on site at the International Palms Resort & Conference Center Orlando by building out the company's existing infrastructure and leveraging internal and external best practices to optimize the performance of the new acquisition.

O'Connor will oversee the two-assets while continuing to also serve on a Board of Directors for the Central Florida Hotel & Lodging Association and other hospitality organizations.

CUSTOMER OBSESSION



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UX/UI & Mobile Websites

Branded Sales Centers & Environments

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Point-of-Sale & Property Management Collateral

Online Tour Conversion

Referral & Loyalty Technology & Solutions

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Qualified Sales Lead Generation

THE FUTURE PRODUCT OF TIMESHARE ISN'T A PRODUCT AT ALL



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Perspective News

Dave Heine: Timeshare Owners Learn About Protecting Their Private Information

CloseMyTimeshare.com – a leading provider of timeshare closing services and one of the largest independent title agencies serving the timeshare community, announced that VP Dave Heine spoke recently to a Florida Timeshare Owners Group (FTOG) meeting in Sarasota, FL. CloseMyTimeshare.com is licensed to issue title insurance in twenty two states. FTOG was formed in 2004 by timeshare owners wishing to organize themselves and share timeshare information and experiences with one another. In his remarks, Heine, who has been a frequent speaker on this and other vacation ownership-related topics, reviewed some of the measures individual owners should be taking to properly safeguard private and personal information.

CloseMyTimeshare.com follows all

the latest “best practices” that the American Land Title Association has developed in safeguarding non-public and personally identifiable information. These Best Practices are designed so that an owner can safely transfer ownership of a timeshare week to a buyer with both parties being confident that their private information is secure and that the transaction is compliant with regulations,” says Heine. “I’m delighted to share some of the knowledge I’ve learned over the years about how owners can protect their private information.”

The chairman of FTOG, Frank Debar, says, “Since 2004 our group has become the largest independent timeshare owners association in the nation. This enables us to attract high-caliber guest speakers, such as Dave, to attend and address our membership. We are very selective in



whom we invite to speak, to make sure the message will be appropriate and of interest to our group. Dave’s topic certainly hits the mark, since we all need to make sure the privacy of our owners remains uncompromised.”

Diamond Resorts Appoints Kenneth S. Siegel as Executive VP, CAO and General Counsel

Diamond Resorts International®, a global leader in the hospitality and vacation ownership industries (the “Company” or “Diamond Resorts”), announces that Kenneth S. Siegel will assume the role of Executive Vice President, Chief Administrative Officer and General Counsel.

Siegel has over 20 years’ experience in leadership roles at multinational organizations. Most recently, he served as the Chief Administrative Officer and General Counsel of Starwood Hotels & Resorts Worldwide, Inc., where he had a broad range of responsibilities including overseeing all of Starwood’s legal, compliance and governmental affairs globally. Prior to joining Starwood,

Mr. Siegel served as General Counsel at various companies including Cognizant Corporation, Gartner, and IMS Health. Earlier in his career, Siegel was a partner with Baker & Botts LLP and O’Sullivan, Graev & Karabell LLP. Siegel began his career as an associate with Cravath, Swaine & Moore LLP.

“We have known Ken for some time and have greatly admired his work in the industry. He is an extraordinarily experienced executive and I am very pleased that he has accepted this new role,” said David Sambur, Senior Partner at Apollo and Chairman of Diamond Resorts’ parent company.

Effective January 31, 2017, Howard

Lanznar will retire as CAO of the Company. Lanznar will continue to support Diamond Resorts for eighteen months following his retirement through a consulting role with the Company. Additionally, effective January 31, 2017, Jared Finkelstein will retire as Senior Vice President and General Counsel of the Company. Finkelstein will continue to support Diamond Resorts for twelve months following his retirement through an advisory role with the Company.

“We also want to thank Howard and Jared for their incredible leadership and service throughout their time at Diamond Resorts. We look forward to their continuing support of the Company in advisory roles,” said David Sambur.

Monica's Story of SURVIVAL

Thank you all for such an incredible gift! I know it will take me years to process this experience and to appreciate it fully - WOW!

Thank you for making me less of a skeptic in the human race in general - for you all to be so generous with your time and resources for people you barely know is mind boggling. Seriously....who does that???

I needed this trip - I have experienced some significant setbacks in ALL areas of my life over the past two years that have been heartbreaking (only my best friend has an inkling of all the circumstances). However, I am finally on the mend and Send Me On Vacation has contributed completely to getting my life back on track to a life of abundant joy. I have been battling significant "chemo/surgery fatigue" for quite some time, and being able to swim, walk, and dance while on this trip has helped heal me greatly. The opportunities to eat good meals, laugh, experience some good entertainment,

and learn about Bahamian culture, snorkel, use the sauna and steam room, and so much more were good for my heart and mind. The guided meditation exercises Rebecca gave us to be a light and to guard ourselves from negativity changed me totally in only a week! I didn't realize the power of intuition and how it could change the way you react to stress. The makeover oddly enough was good for me because it helped remind me of my desire of how I want to be more aware of my body and how I want to translate my inner beauty outwardly - I have felt for quite sometime that I need to gain confidence in that area!

I could write so much more but just thank you again for your generosity and love!
Sincerely Yours,
Monica

RCI® AFFILIATE ACCESS

is the January-March sponsor for Send Me On Vacation



Send Me On Vacation provides healing vacations to breast cancer survivors who have recently completed treatment. The organization believes that the vacation experience has the power to heal the body, mind and spirit and is a critical first step in recovering from the devastating effects of cancer. SMOV combines the resources of the vacation ownership industry with fundraising efforts to send survivors from the U.S., Mexico and Canada on vacations around the world. The organization affiliates with hospitals, cancer centers and other non-profit organizations to change the lives of survivors, one vacation at a time.

Every **3 minutes** a breast cancer diagnosis is made

2.8 million breast cancer survivors in the U.S.

Breast cancer **#1 cause** of cancer in women worldwide

20-30% of women with invasive breast cancer to have reoccurrence



Changing Lives
One Vacation at a Time

Perspective News

Weeks4Less: Bringing Families Together with Timeshare Vacations

Weeks4Less, an innovative online advertising portal for timeshare resales and rentals, is highlighting the importance of spending time with family.

Timeshares are designed with families in mind, with many destinations offering two, three and more bedroom accommodations in a variety of styles from townhouses and villas, to log cabins and beach condos. These larger and diverse accommodation choices are perfect to getting extended family together, either somewhere exotic or simply somewhere convenient for all.

As the original pioneers of the sharing economy, timeshare owners regularly list their properties for sale or rent on websites such as <http://weeks4less.com/>, enabling others to become owners at a greatly reduced price, or simply rent the accommodation just like you would off any other popular vacation

rental platform – and in doing so, the renter gets a great value family vacation to remember while also helping the timeshare owner with additional revenue in the spirit of social sharing.

Furthermore, rather than operating as a broker, which charges commission on transactions, Weeks4Less provides a powerful listing platform with a nominal month to month ad fee to list available accommodation for sale or rent, with no fees for the purchaser who deals directly with the accommodation owner.

With an ever-growing audience of active timeshare buyers and sellers and a drive to constantly innovate and improve upon their service, Weeks4Less recently launched a convenient mobile app – the first in the timeshare resale and rental market. The app can be found in the Apple App Store or Google Play Store.

“The launch of the Weeks4Less app is an integral part of customer satisfaction because it provides customers with a solution 24/7 across a user-friendly platform,” states Weeks4Less. “It’s our mission to give timeshare owners and travelers every opportunity to go on their perfect vacation with ease while helping them save on accommodations so they can spend a little more on family time.”



Because Weeks4Less doesn't charge a commission for sales or rentals, the owner of the listing, who sets their own pricing can now be more competitive with their offering, increasing their chances of attracting a purchaser or renter, who is on the website or mobile app for exactly the same reason - the prices.

A \$1.8 Million Beachfront Renovation Trades Winter Blues for Crystal Blue Waters

The Resort at Longboat Key Club is well known for its exclusive location, year-round sunshine and personalized service. Now, the resort near Sarasota, Florida debuts its expansive, newly rejuvenated white sand beach with comfortable chaise lounges, private cabanas and sheltering umbrellas.

The \$1.8 million project, which involved more than 49,990 tons of pristine white sand, brings the beachfront on the south end of the island back to its former expanse, melding it into the sandbars that stretch for miles into the Gulf of Mexico. Over the course of four recent weeks, 2,250 truckloads of the finest grade sand were delivered to the barrier island, replacing sand that was lost due to natural

erosion and a stormy summer.

“For our guests who return year after year, the new beach is a welcome sight, as it is now back to its former glory,” said Jeff Mayers, general manager of The Resort at Longboat Key Club. “New guests will enjoy an island-style getaway like no other. We took this opportunity to replace all of the beach furniture, add some new watersports equipment and even create a special play area for young children so parents can relax and keep an eye on the little ones. New tiki huts adorn the beach, and services include cocktail and food delivery right to your cabana or lounge chairs. This is truly the beach experience our guests have come to enjoy, and we look forward to

welcoming them.”

In addition to enjoying the aqua blue waters and famed sunsets along the Gulf of Mexico, visitors can explore the many cultural attractions and shopping experiences in nearby Sarasota and St. Armands Circle. Condé Nast readers recently named the resort at Longboat Key Club a top 10 Florida, Gulf Coast getaway, and Tennis Resorts Online named the Tennis Gardens as one of the top 10 tennis facilities in the world in 2016.

The Florida hotel offers special rates, resort credits and discounts for golf, tennis and The Spa that will fit all travelers' budgets and fulfill their dreams to escape the winter blues.

North America

Much To Celebrate in North America

The 2016 Dick Pope Legacy Awards Luncheon was held on November 4th at the Wyndham Resort on International Drive in Orlando, Florida. They honored the legend Arnold Palmer, Golf Legend; Dr. John Hitt, UCF; the late Gary Sain, Visit Orlando; and Chef Steven Jayson, Universal Orlando on that day. The guests were entertained by a trick roper, living statues, and more. The Dick Pope Awards recognize tourism leadership within Florida, specifically Central Florida, of those individuals who are instrumental in developing and sustaining tourism for this destination.



Dick Pope Legacy Hall Of Fame Luncheon



CRDA Celebrates Record Year of
New Member Enrollments

Dick Pope Legacy Awards Luncheon Brought to you by the Grand Tour Foundation



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The Grand Tour Foundation sponsors the awards and celebratory luncheon in its continuing efforts for supporting hospitality education with scholarships and grants for individuals and groups purposed for hospitality education or individuals seeking careers in travel and tourism.

THE GRAND TOUR FOUNDATION'S MISSION

"The purpose of the Grand Tour Foundation is to raise and distribute funds to student scholarship foundations, and to non-profit organizations purposed to provide educational programs to students

interested in a career in the hospitality and tourism industry."

Founding Director, Dr. Mary Jo Ross, created the Dick Pope Legends Awards to celebrate the legends' contributions and produces the annual luncheon to maintain the mission of the organization. The industry luncheon brings together the Orlando hospitality community to network and celebrate the honorees' accomplishments in Central Florida.

Dr. Ross a leading Florida university professor of hospitality and tourism

produces the organization's special events to generate the resources for sustaining the foundation and generating marketing sponsorships for the industry while raising money for scholarship and grants. Ross moved to Orlando from Penn State University to begin the UCF Rosen College after 25 years in the food and beverage industry. Prior to academia, her career includes restaurant management, hotel catering operations, and special events from galas to festivals.

In 2013, the Dick Pope Awards were added to the Grand Tour Foundation event, along with the UCF Rosen College's Hospitality Hall of Fame awards under the production arm of the Orlando Chapter of National Association for Catering and Events. In 2015, the awards programs split and the Dick Pope Awards transitioned to an industry awards luncheon from a black-tie gala. The awards recognition has evolved into a larger event designed with the inaugural Foodstock Orlando Food and Music Festival to drive the revenue sources for scholarships. The Foodstock Orlando Festival is a multi-day destination event highlighting Orlando restaurants, caterers, brewers, and tourism supporting industries from March 1 - 4, 2017.



Foodstock at the Orlando Eye on March 2nd and Pointe Orlando on March 3rd.

On March 2nd, the party at the Orlando Eye includes a Free ride on the Eye along with an array of food and beverage from Wyndham Resort, Sugar Factory, and high-energy DJs to carry the sounds of International Drive.

On March 3rd, Friday's Taste of Foodstock

Band, the Wilted Chili's and others. A Kid Zone and Florida agricultural displays will enhance the attendees' experience along with chef demos and craft vendors.

DICK POPE LEGACY AWARDS

The Grand Tour Foundation proudly presents the Dick Pope Awards. These awards were created to recognize leaders that have strengthened the sustainability of Florida's hospitality and tourism industries. The Dick Pope Legacy Awards will be given to honorees in the areas of Lodging, Foodservices, Travel, Meetings, Conventions, Entertainment and Attractions within the great State of Florida and will be presented annually at the Dick Pope Legacy Awards Luncheon, as well as, become immortalized on the walls of the Orange County Convention Center in Orlando, Florida. Nominees are collected yearly from several local, industry professional associations including the Florida Attractions Association, SKAL International, the Florida Restaurant and Lodging Association, National Restaurant Association, and the American Hotel and Lodging Association only to name a few.

Dick Pope Legacy Honorees are chosen among the nominations received and

Richard Downing Pope, Sr. better known as Dick Pope, was the founder of Cypress Gardens in Winter Haven, Florida. He is also known as "Mr. Florida".

Foodstock Orlando begins with the Taste of Foodstock at Church Street is on Wednesday, March 1st. Church Street and downtown Orlando restaurants and businesses will host a party in and outside of the Cheyenne Saloon with country music and foods from Ferg's Depot, Embers, and other downtown restaurants.

Thursday and Friday, March 2nd and 3rd will move to International Drive on the tourism side of Orlando with a Taste of

at Pointe Orlando includes restaurants Cuba Libre, B.B. Kings. Itta Bena, and Lafayette's along with jazz performers and singers.

On Saturday, March 4th, the Foodstock Festival in downtown Orlando at Tinker Field outside of Camping World Stadium is our final destination and day of Foodstock Orlando. The day-long event includes restaurant and craft beer tastings, a live concert stage with performers from B. B. King's All Star



selected by a special committee made of members from various Florida Associations as well as the Campaign Committee that sponsors the Grand Tour Foundation. Honorees will be added to the Dick Pope Legacy Hall of Fame mural inside the Orange County Convention Center in Orlando.

Previous Dick Pope Legends recognized include Carol Dover, President of Florida Restaurant and Lodging Association; Thomas Ackert, Orange County Convention Center; Louis Robbins,

President and CEO of Key Performance Hospitality Management; Adrian Jones, Vice President of Merlin Entertainment and President of LEGOLAND Florida; Steve Hogan, Central Florida Sports Commission; Richard Kessler, Kessler Collection Hotels; Chef Emeril Lagasse of Emeril's Florida; David Seigel, CEO of Westgate Resorts; Phil Rawlins, Orlando City Soccer; Chuck Whittall, Unicorp; John Hitt, President, University of Central Florida; Gary Sain, Visit Orlando; Arnold

Palmer, Professional Golf Association; Chef Steve Jayson, Vice President of Universal Orlando Resorts.

Richard Downing Pope, Sr. better known as Dick Pope, was the founder of Cypress Gardens in Winter Haven, Florida. He is also known as "Mr. Florida". Pope played a momentous role in the development of tourism in the state of Florida and the growth of theme parks as tourist destinations.

"We are proud of what the Dick Pope Legacy Awards has become and look forward to growing this event and recognizing great leaders in our tourism

industry," said Ross. "We have created an event and venue to honor those who have been a mentor and leader in Central Florida."

The Grand Tour Foundation Board of Directors includes Dr. Alan Fickett of Global Solutions International (?), Matt Jones of Cox Media, Joe Mahoney, national president of the NACE, Alan Sommerman of Cuba Libre, Larry Lynch of National Restaurant Association, etc...

To learn more about the Grand Tour Foundation and our upcoming Foodstock Orlando events in March 2017, please log on to www.grandtourfoundation.com.



Perspective News North America

CRDA Celebrates Record Year of New Member Enrollments

Orlando, Florida, December 7, 2016 (INTUITION) – The Canadian Resort Development Association (CRDA) has seen a record increase in membership through its annual conference and a successful outreach program, culminating in 18 new companies joining in 2016.

The new companies represent various sectors of the vacation ownership industry and span Canada, United States, Mexico and The Caribbean, providing an increased international flavor to the membership base.

“As CRDA improves its programs

of industry advocacy and representation in the North American region, we are proud to see the hard work of the last few years really paying off.” says Jon Zwickel, President & CEO, CRDA.

The Canadian Resort Development Association (CRDA) is a trade association dedicated to furthering the interests of the resort industry in Canada and throughout the world. The association and its twelve directors are committed to supporting the highest standards through a structured Code of Ethics which all CRDA members pledge to uphold.

The new companies that have been approved for CRDA membership in 2016 are as follows:

Diamond Resorts International is a worldwide leader in hospitality and vacation ownership. The company is committed to providing every member, owner and guest with the hassle-free, relaxing, memorable vacation holiday experience they deserve.



UNLEASH YOUR INNER SUPER HERO

Harness the **power** of Concord's **leading-edge** software & technology, custom **business solutions**, and vast **industry experience** to realize your hero potential.

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Perspective News North America

Unlimited Vacation Club by AMResorts is an exclusive travel club whose members receive VIP privileges at AMResorts properties. These benefits include guaranteed preferred rates and special discounted services at over 50 AMResorts Hotels.

Lifestyle Holidays Vacation Club began in 2002 and now has more than 40,000 LHVC Members. The club offers an array of membership options to fit most budgets and individual needs, which has made it a popular option for many families over the years.

El Cid Vacation Club, providing thousands of timeshare owners a lifetime of unforgettable vacations and endless opportunities to experience the world.

Carriage Hills Resort Owners Association offers a resort that is located in a great natural golfing and skiing area in Ontario, which provides vacationers, tourists and those wanting a short or longer break to enjoy recreation, rest and relaxation.

Resort Travel & Xchange is a timeshare exchange company that works with resorts and developers throughout the world. RTX offers numerous travel benefits to members, such as discounts on hotels, car rentals, attractions and more. Members can accumulate rewards when they utilize RTX's travel services.

VacationCondos.com was initially developed as a rental program for timeshare and vacation condominium owners. Growth has driven resort partners to streamline rental programs while filling unused, delinquent, and owner inventory.

Capital Resorts Management – a

subsidiary of Capital Resorts Group – possesses all the resources, expertise and experience required to effectively, successfully and professionally manage and operate timeshare resorts and owners associations.

Holiday Systems International customized services, proprietary technologies and generous financial commitments cover the full life of the vacation ownership relationship. HSI delivers measurable results, derived from intelligent and sustainable services that exemplify innovation, honesty and transparency.

Concierge Realty offers timeshare rentals and resales to guests, timeshare owners, HOA's and developers in addition to travel services. Concierge Realty offers personalized service and attention to detail which has made them an industry leader.

Cyria Group is an organization that is committed to finding viable timeshare exit strategies that work for the entire industry. The assistance provided is for owners unable to use their timeshare, struggling to sell through a listing company, and those worried about loved ones inheriting their timeshare liabilities.

Trade Up Travel offers luxury travel packages at affordable rates. Connecting directly to the source allows users to bypass all third-party vendors to offer thousands of vacation units located in some of the most picturesque locations at inexpensive rates.

Newton Group Transfers is committed to creating and executing safe, reliable, and strategic transfer services to timeshare owners who find themselves in a position where they are either no longer using or can no longer afford their

vacation property. The vast majority of owners are happy with their ownership, with recent polling indicating an 80 percent satisfaction rate.

SellMyTimeshareNow.com is the leading online marketplace since 2003. The company has been dedicated to providing exceptional sales and marketing services to owners looking to sell or rent their timeshares, as well as offering the largest inventory of timeshare resales and rentals to prospective buyers.

Sunday Vacations offers a hassle free, professional equity trade in service for any sales team. business since 2003 and conduct several thousand transfers on an annual basis, transferring timeshares, land lots, vacation clubs and RV/ Camping memberships.

Brand Tango focuses on crafting brand stories, positions and messages that perform in the analog and digital spaces as they build emotional and cognitive connections with real people. BT has worked with top brands that span every product type in the industry over our 11+ years in business.

Levitin Group has been responsible for over a billion dollars in increased profit for companies and salespeople worldwide, and has trained in 7 languages in 40 countries and on 5 continents.

SellATimeshare.com has created a new way to sell timeshares online through an innovative subscription-based marketing platform that allows sellers to advertise their timeshares for sale on a month-to-month basis.

For more information about CRDA, visit www.CRDA.com

Latin America

Continuing to Wow Members And Guests

Chairman's Circle Club, with headquarters located on the North Coast of the Dominican Republic on Cofresi Beach, is excited to have its highly successful Chairman's Circle Club House located just next door to the sprawling Lifestyle Resort and Lifestyle Holidays Vacation Club in Puerto Plata, overlooking the trendy and upscale Ocean World marina. The completely revamped four-story entertainment complex features exciting new venues for dining, dancing and entertainment including: the high-end restaurant Ocean - the Steak and Lobster House serving gourmet surf and turf; Cafe del Mar, an Ibiza-Spain inspired cafe with table style dining and loungers for lying around a centrally located pool. Meanwhile AMDETUR strives to offer high-level training that meets the needs of the most demanding clients. As part of this effort, on September 19 to November 24, 2016, AMDETUR offered the first Master Course in Sales & Marketing, where expert instructors from Mexico and around the world, specializing in timeshare and vacation club operations were brought together to share know-how and experiences with more than 40 students, present in person and online, from leading tourist resorts and destinations affiliated with AMDETUR.



Lifestyle Holidays Vacation Club Continues to Wow Guests



AMDETUR Update

Lavish Entertainment Complex, Themed Beach Retreats, Signature Welcome Party Continue to Wow Members and Guests at Lifestyle Holidays Vacation Club



Chairman's Circle Club, with headquarters located on the North Coast of the Dominican Republic on Cofresi Beach, is excited to have its highly successful Chairman's Circle Club House located just next door to the sprawling Lifestyle Resort and Lifestyle Holidays Vacation Club in Puerto Plata, overlooking the trendy and upscale Ocean World marina.

The completely revamped four-story entertainment complex features exciting new venues for dining, dancing and entertainment including: the high-end restaurant Ocean - the Steak and Lobster House serving gourmet surf and turf; Cafe del Mar, an Ibiza-Spain inspired cafe with table style dining and loungers for lying around a centrally located pool with a specialty drink while enjoying the

in-house DJ; the full-service Kviar Cofresi Casino, as well as The Cigar Lounge, a place of tranquility with amazing views and the Lounge Bar Nightclub, located at the top of The DOME.

Chairman's Circle Club affiliates enjoy these over the top, trendy new dining and entertainment venues created just for them. They experience a continual development of new and innovate ways to step it up for their vacation pleasure. Weekly performances, concerts, dance parties, fitness classes, and events to commemorate major travel and tourism and sporting events in the Dominican Republic all take place at The DOME. It's in the new in-place for travelers, Lifestyle Members and Chairman's Circle affiliates.

Chairman Circle Club partners with Lifestyle Holidays Vacation Club to provide affiliates, members and guests with the best upscale vacation experiences. For more information on Chairman's Circle Club vacation experiences in the Dominican Republic, go to www.chairmanscircleclub.com or call (809) 970-7777.

What began as an idea and a concept of providing exclusive themed beach retreats for members only became reality for Lifestyle Holidays Vacation Club in Puerto Plata, Dominican Republic. Harmony Beach, Serenity Beach and V.I.P Beach serve as separate and distinct beach destinations for members to relax, unwind and be pampered. All three bring the elements

of sand, sea and sun together for the greatest enjoyment. They serve as ocean-front member clubs, complete with luxurious amenities and service.

Members going to Harmony Beach and Serenity Beach pick up a convenient beach van from the lobby and can return back at any time. Harmony Beach features elegant beach furniture, beach hammock, swinging beach beds, a giant cool water Jacuzzi, ice cream bar, beach bar and restaurant, as well as an exclusive beach butler for ordering drinks or champagne and oysters with a moment's notice. Serenity Beach offers a peaceful spot for relaxation, elegance and ocean side food and beverage service. The luxurious V.I.P Beach is in the heart of the resort action.

Members who like being on a beach that is in the middle of all the resort action and a short walk back to their villa or suite, like V.I.P Beach. Members who want that exclusive beach retreat that is more private and more remote, love being whisked away in the beach van for a few hours than personally taken back to the resort. There is literally something for everyone.

All three beach retreats utilize natural, environmentally-friendly furniture and fabrics for beach hammocks, beach beds and beach chairs. The idea is to provide a "one with nature" relaxing, tranquil beach experience but with all the perks and upscale amenities of specialty tropical drinks, champagne, oysters and more being delivered by dedicated beach butlers. The exclusive Harmony Beach, Serenity Beach and V.I.P Beach retreats have become a signature Lifestyle Holidays Vacation Club amenity that members call all their own.

Some resort companies have one-time inaugural events when they open. Others have annual celebratory events for the holidays. But Lifestyle Holidays Vacation Club has made a name for itself in having the biggest party in the Dominican



Republic each and every week for its Welcome Party for members and V.I.P guests. An average of 2,500 members and guests attend each and every week!

An elaborate party features endless food stations of grilled lobster, shrimp, steak, local delicacies and more. Bars are set up in multiple locations and guests sit at elegantly prepared white table cloth

Holidays Vacation Club is committed to its Members and delivering on its promise to provide vacations of a lifetime.

More than 1,000 employees are involved to plan and implement an event of this magnitude each and every week. It includes cooks, chefs, servers, bartenders, security, activities, entertainment, banqueting, maintenance, guest services,

What began as an idea and a concept of providing exclusive themed beach retreats for members only became reality for Lifestyle Holidays Vacation Club in Puerto Plata, Dominican Republic.

tables in front of a massive stage with first-rate staging, sound and lighting. Dancers, musicians and a live band entertain guests and invite them on stage to dance and celebrate. Top tier Members enjoy a special seating area with special white-gloved service just for them.

The evening culminates with an emotional video highlighting the Member experience at this sprawling Caribbean Resort, and a huge fireworks extravaganza. The fact is, Lifestyle

V.I.P services, and transportation shuttles from the core of the resort. Thirty staff members are involved in set up the day before and 50 entertainers, dancers, musicians are back stage waiting for their turn to come out and wow the crowd. It is a huge undertaking, without a doubt.

The Welcome Party experience was implemented by Lifestyle Holidays over 12 years ago. What started as a sales tool incentive and an easy way for staff to get in touch with potential future



Punta Cana, Dream Suites by Lifestyles Bávaro, Dream Suites by Lifestyles Bayahibe, Dream Suites By Lifestyle and Presidential Suites by Lifestyle in Boca Chica, Cofresi Palm Beach & Spa Resort, and The Cliffs, as well as Villa Park Villas & Suites and Cap El Limon in Samaná, both currently under construction.

The idea is to provide a “one with nature” relaxing, tranquil beach experience but with all the perks and upscale amenities of specialty tropical drinks, champagne, oysters and more being delivered by dedicated beach butlers.

Members, has evolved into an event that is an integral part of all the benefits the company offers its Members, and is the backbone of this company’s brand image.

Take a walk around this resort the day after the Welcome Party. You will hear the buzz from Members who can’t stop talking about it.

The distinct developments of Lifestyle Holidays Vacation Club in the Dominican Republic also include: The Tropical, The Crown Suites, The Crown Villas, The Royal Suites, The Royal Villas, The Residence Suites, The Presidential Suites - Puerto Plata, Dream Suites by Lifestyles - Punta Cana, Dream Suites by Lifestyles

In Mexico, the Lifestyle affiliate resort collection includes in the Quintana Roo resort area, The Grand Lifestyle at Grand Oasis Cancun, The Grand Lifestyle at Grand Oasis Palm, The Grand Lifestyle at Grand Oasis Tulum, The Grand Lifestyle at Grand Oasis Sens and All RITMO by Lifestyle in Cancun.

For more information on the Lifestyle Holidays Vacation Club vacation experiences in the Dominican Republic and Mexico, go to www.lifestyleholidaysvc.com or call (809) 970-7777.



Perspective News Latin America

Interval International And Zuana Beach Resort Employees Bring Smiles To Children In Colombia

Nearly 30 Interval International and Zuana Beach Resort Bogotá-based employees recently participated in “Smile Exchange,” an event designed to lift the spirits of children undergoing treatment at the Operation Smile multidisciplinary care center in Colombia’s capital city. The volunteers from Interval and Zuana treated the children to breakfast throughout the week and engaged them in a variety of activities, including arts and crafts. Families also received donations of school supply and dental-hygiene kits.

“Our goal with this project was to make a difference in our ‘hometown’ community and we were so gratified to touch the lives of nearly 100 deserving children,” said Gustavo Hoyos, Interval’s finance director in Colombia. “Our employees were able to see firsthand the quality of care they received from Operation Smile’s dedicated staff.”

The volunteer network in Colombia includes more than 260 medical and non-medical professionals, who care for children in different regions through its various programs. For over 20 years, Operation Smile has provided surgical care to more than 20,500 patients with cleft lip and cleft palate, and has offered approximately 180,000 consultations in different specialties.

“Interval approached us with the desire to help our organization and together we created an event that was both practical and fun for the children,” noted Martha Trisancho, executive director of the Operation Smile Colombia Foundation. “The families and I are so very thankful for its support.”

The non-profit organization’s multidisciplinary care centers in



Duitama and Bogotá offer year-round comprehensive care services, including surgeries; dental and orthodontic care; speech therapy; genetic, nutrition, and psychological assessments; and social work consultations.

Stormy Point Village Receives TripAdvisor Certificate of Excellence

Stormy Point Village, a Summer Winds Resort Services, LLC property, is pleased to announce it has received a TripAdvisor Certificate of Excellence for 2016. TripAdvisor has been awarding businesses with certificates of excellence for six years, and Stormy Point has received one each year it has existed; from 2011 to 2016.

The Certificate of Excellence achievement awards hospitality businesses that have earned excellent reviews from travelers on TripAdvisor.com from the past year. Certificate of Excellence recipients include accommodations, restaurants and

attractions all over the world that have continued to deliver quality customer experiences.

“With the Certificate of Excellence, TripAdvisor honors hospitality businesses that have consistently received strong praise and ratings from travelers,” Heather Leisman, TripAdvisor’s vice president of industry marketing, said. “This recognition helps travelers identify and book properties that regularly deliver great service. TripAdvisor is proud to play this integral role in helping travelers feel more confident in their booking decisions.”

In order to receive a Certificate of Excellence, a business must consistently maintain an overall TripAdvisor bubble rating of four out of five stars. Currently, Stormy Point Village has a bubble rating of four and half stars.

In 2015, Stormy Point Village received their fifth consecutive Certificate of Excellence, earning the resort a spot in TripAdvisor’s Hall of Fame. This recognition is awarded to businesses who have been a five-time recipient of a Certificate of Excellence award, and being honored with the 2016 certificate builds on the prestigious Hall of Fame recognition.

AMDETUR Update

Successful conclusion to 1st AMDETUR Master Course in Sales & Marketing 2016

Our industry needs better trained executives in all phases of vacation club operations, so that we can offer quality services. With this in mind, AMDETUR strives to offer high-level training that meets the needs of the most demanding clients.

As part of this effort, on September 19 to November 24, 2016, we offered the first AMDETUR Master Course in Sales & Marketing, where expert instructors from Mexico and around the world specializing in timeshare and vacation club operations were brought together to share know-how and experiences with more than 40 students, present in person and online, from leading tourist resorts and destinations affiliated with AMDETUR.

Our first Master was developed especially for our timeshare and vacation club industry professionals involved in sales, marketing, operation and administration, working as supervisors, area heads,

Our industry needs better trained executives in all phases of vacation club operations, so that we can offer quality services.

executives, managers or directors. During the course they were able to identify and analyze the marketing and sales process for Timeshare and vacation club businesses, covering everything from the origins and evolution of the



product to the commercial process in their respective marketing and sales areas to the development of Human Capital.

Practical exercises were used to help participants identify consumer needs

and provide excellent service within their vacation clubs. They also gained awareness about the importance of post-sale operations and the correct operation of vacation clubs in order to ensure success throughout the commercial process.

AMDETUR will continue developing specialization courses, seminars, and of course Master Courses, to ensure a continuing supply of well-trained personnel in our industry. The tourism industry must operate with the highest quality standards, because we are a key engine of the Mexican economy.

Over the 10-week course, our instructors trained students in the following modules:

1. Product origins and marketing
2. Sales process
3. Vacation club operations
4. Human Capital.

Asia Pacific

Breaking Records

Australia welcomed more than eight million international tourists over the last 12 months according to figures released today by the Australian Bureau of Statistics. This is the first time Australia has broken the eight million visitor mark and comes just 18 months after visitor numbers eclipsed seven million annually. It took more than six years for visitor numbers to climb from five to six million.

Also in this news piece, ATHOC has been working with the regulator for some time discussing potential changes to the current sunseting clauses within the RG160. This paper has now been released and ATHOC is currently formulating a response.



ATHOC Update



ATHOC Update

Eight million visitors – Australia sets new tourism record

Australia welcomed more than eight million international tourists over the last 12 months according to figures released today by the Australian Bureau of Statistics.

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Since 2013, growth in the tourism industry has supercharged with visitor numbers breaking the six, seven, and now eight million mark. This rapid rise has come on the back of strong Coalition Government support for the tourism industry.

The tourism industry is growing three times faster under the Coalition Government than it was under the previous Labor Government.

The Government's support for the tourism industry hasn't happened by accident. The Coalition:

- removed Labor's carbon tax which slugged the tourism sector over \$115 million in its first year alone;
- stopped Labor's cuts to Tourism Australia and invested a record \$639 million in Tourism Australia to promote Australia internationally;
- increased the number of markets that have access to online visa lodgement from 72 to over 200, including China, India

and Indonesia;

- announced a new 10-year multiple entry visitor visa to encourage repeat visitation from China;
- made visa applications available online in Simplified Chinese – the first time Australia has trialled visa application lodgement in a language other than English; and
- expanded international aviation capacity, including a tripling of gateway capacity between Australia and China.

To drive further growth from our largest tourism market the Prime Minister and Chinese President have jointly designated 2017 as the Australia-China Year of Tourism.

Sally Stessl joins ULTIQA Resorts to head marketing division

Gold Coast-based ULTIQA Resort Group has appointed tourism marketing specialist, Sally Stessl to steer the group's strategic marketing direction across its corporate, resort and lifestyle customer divisions.

Stessl's appointment is timely as ULTIQA Group continues its expansion into the hotel and resort management rights sector following its recent management rights acquisition for the prominent, 32-level Beach Haven Resort at Broadbeach on the Gold Coast.

With over ten years' experience in senior marketing and communication roles, Stessl was formerly employed by Mantra Group as tactical marketing

executive for the company's southern division, responsible for implementing tactical national and regional marketing campaigns for 66 properties.

Not unfamiliar with ULTIQA, and prior to joining Mantra, Stessl had worked for the group in 2014 where she assisted in overseeing the company's rebrand to ULTIQA to cater for the company's emerging resort management portfolio while also developing and implementing a formal social media strategy.

Managing Director of ULTIQA Group, Mark Henry welcomed Stessl back to the company and said her role would be central in increasing awareness of the ULTIQA brand through the implementation

of innovative, tactical campaigns across social, traditional and online content-based marketing disciplines.

"We're delighted to welcome back Sally to the ULTIQA Group as we enter into an intense growth phase and her marketing knowledge and track-record in achieving returns on investment is viewed by the company as central in ULTIQA continuing to meet its short and long-term objectives," Henry said.

A Certified Practising Marketer with the Australian Marketing Institute, Stessl reports directly to ULTIQA Group's Managing Director Mark Henry and General Manager of ULTIQA Resorts, Grant James.

Changes to Regulatory Guide

ATHOC has been working with the regulator for some time discussing potential changes to the current sunset clauses within the RG160. This paper has now been released and ATHOC is currently formulating a response. We encourage you to have a good look at the paper and provide feedback to us as soon as possible. The closing date for the paper is January 12, 2017 and we are mindful of Christmas and making sure that the submission is in on time. Please see an explanatory note below from ASIC regarding the paper and a link to the document.

Why the need for change/or not?

Legislative instruments, such as class orders, are repealed automatically, or 'sunset', after 10 years, unless action is taken to exempt or preserve them. We will consult on all sunseting legislative instruments that have more than a minor or machinery regulatory impact.

Purpose of 'sunseting' legislative instruments

1. Under the Legislation Act 2003,

legislative instruments cease automatically, or 'sunset', after 10 years, unless action is taken to exempt or preserve them. Section 50(1) repeals a legislative instrument on either 1 April or 1 October—whichever date occurs first on or after the 10th anniversary of its registration on the Federal Register of Legislation (FRL). Repeal does not undo the past effect of the instrument.

2. To preserve its effect, a legislative instrument, such as a class order, must be remade before the sunset date. The purpose of sunseting is to ensure that instruments are kept up to date and only remain in force while they are fit for purpose, necessary and relevant.

3. Where an instrument is deemed to no longer serve a regulatory purpose we will consult on repealing it. We will repeal instruments rather than allow them to sunset so that industry is certain of our intentions and confident that, where instruments are removed, this was our intention.

Our (ASIC) approach to remaking legislative instruments

4. If it is necessary to remake a legislative instrument, our focus is on making it clear and user friendly. We will also, where possible, simplify and rationalise its content and conditions. For example, we will remove or reduce an obligation or burden in a legislative instrument if we are able to do so without undermining ASIC's priorities of promoting investor and consumer trust and confidence and ensuring fair and efficient markets.

5. We will consult affected stakeholders on all ASIC legislative instruments that have more than a minor or machinery regulatory impact, and are subject to sunseting, to ensure: (a) we carefully consider the continuing regulatory and financial impact of the instrument; and (b) the instrument retains its effectiveness in addressing an identified issue or problem.

For more information: <http://download.asic.gov.au/media/4078633/cp272-published-17-november-2016.pdf>

ATHOC CHRISTMAS RACE DAY

A terrific time was had by all at this year's Race Day at the Gold Coast Turf Club. Plenty of punters turned out in their finery showing off their hats, dresses, shoes and even santa outfits to make the most of a beautiful sun shining day. A big thank you to our race sponsors, Accor Vacation Club, Cruise Megastore, Marriott Vacation Club, RCI and Sourcelinx, ULTIQA Lifestyle and Wyndham Vacation Resorts Asia Pacific and to the business's that donated prizes.

This year the best dressed male and best shoes was won by Sam Amey from the Accor Vacation Club taking home 2 nights accommodation from Choice Hotels Asia Pacific and a night with the Hotel Grand Chancellor Brisbane as well as passes to the great new attraction the Holoverse recently opened in Southport.

Best dressed female was won by Nikki P who is off on a weeks holiday compliments of RCI, and the best hat went to Lynne Brook who will spend 2 nights as a guest of Quest Hotels.



World Champion Surfs with Gold Coast Corporates for Charity

Seven-time surfing world champion Layne Beachley has been catching waves with surfers from the Gold Coast and Brisbane business community as part of the Brisbane Airport and Wyndham Resorts Corporate Surf Challenge.

This year, the Challenge supported the FSHD Global Research Foundation, a not-for-profit organisation that aims to improve quality of life for people living with Facioscapulohumeral Dystrophy (FSHD), a complex and progressive disease that wastes muscles. There is currently no treatment or cure.

Held at Duranbah Beach on the Gold Coast, 18 local teams took part in Friday's challenge – including Wyndham Vacation Resorts Asia Pacific, which employs more than 700 employees in its Corporate Centre in Bundall and Gold Coast properties. Other business entrants included Hawaiian

Airlines, Clayton Utz, BAC, Complete Business Travel, ICE Vacations, Stellar Recruitment and Bistech.

All teams competed in a single elimination first round, where the winners progressed to a quarterfinal, then on to a semifinal and a final.

"The 2016 Brisbane Airport and Wyndham Resorts Corporate Surf Challenge was once again well-supported. Although the businesses involved came to compete, the real winner on the day was the FSHD Global Research Foundation," said Wyndham Vacation Resorts Asia Pacific President and Managing Director Barry Robinson.

"It is a pleasure to support an event that can contribute to the Foundation's quest to treat and cure Facioscapulohumeral Dystrophy and I am certain all the business participants

enjoyed being part of what we achieved," he said.

Surfing legend Layne Beachley, who has been company ambassador for Wyndham Vacation Resorts Asia Pacific for nine years, said the innovative event proved what could be achieved when businesses come together.

"The FSHD Global Research Foundation is a worthwhile cause and the 2016 Brisbane Airport and Wyndham Resorts Corporate Surf Challenge shows that fundraising events do not need to be limited by four walls – they can take full advantage of our incredible natural environment," she said.

Every member of the winning team was given a custom-made surfboard by Primitive Surf. A number of prizes, including return flights to Hawaii, were auctioned off on the day.

Beneficium Shines Spotlight on Star Graduates

Outstanding staff and trainees from leading hospitality and leisure group, Beneficium, stole the show at the annual Graduation and Awards night of Registered Training Organisation partner, One Step Further, in December.

Four senior Beneficium staff graduated with a double Diploma in Tourism & Hospitality and Leadership & Management, forming part of a larger cohort that completed a Diploma of Tourism, as well as Student Traineeships and Certificate III in Business and Tourism & Hospitality.

Classic Holidays Chief Operating Officer, Carole Smith, was also honoured with the introduction of a Hospitality and Tourism Scholarship in her name to

be awarded each year to a rising star within the industry.

Beneficium CEO, Ramy Filo, said the awards night shone the spotlight on the culture of excellence that is thriving among the group and its staff to develop their skills.

"We are thrilled to see our employees taking the opportunity to upskill and rise to the top of this industry that we are all so passionate about," said Mr Filo.

"As a company we strive for excellence in everything that we do, especially investing in our staff to continuously develop personally and professionally through education and training.

"The success of our companies lies in

its future leaders and we're proud to see so many of our rising stars and senior management challenging themselves to be the best they can be."

Mr Filo congratulated all the graduates who completed training throughout 2016, and said further staff from across their group of companies would take up education opportunities in 2017 with One Step Further.



ATHOC Annual Conference 2017



4-6 September 17
Mantra on Salt Beach
Kingscliff
Tweed Coast NSW



Kingscliff (30 min drive from the Gold Coast Airport)

Found on the New Tweed Coast, just north of Byron Bay and 15 minutes south of the Gold Coast, Kingscliff is fast becoming a must see destination for Queenslanders and Australians alike.

Kingscliff draws thousands of visitors every year because of its relaxed holiday lifestyle and abundance of leisure activities available. The pristine and uncrowded two kilometre beach stretching from Cabarita to Fingal provides an adventure playground with surfing, swimming, rock fishing or even diving at Fido's Reef or Cook. For those seeking an adrenalin charged adventure can try their hand at water sports on the nearby Tweed River or perhaps a relaxing fishing river cruise.

The main strip of Kingscliff, Main Parade is lined with trendy outdoor cafes sure to please all food lovers with each offering delicious cuisine and some of the best seafood in the region.

Also close by is Mount Warning providing both volcanic soils, cultivating delicious tropical fruits in the region as well as an adventure fuelled activity with walking tracks from the base to the summit, providing spectacular views of Northern New South Wales.

Mantra on Salt Beach is on the doorstep of many popular Queensland and New South Wales must-see destinations including Gold Coast theme parks and beautiful Byron Bay, just a short 30 minute drive. On-site enjoy our gorgeous lagoon style pool perfect for cooling off in on those hot summer days.

Here is your 2017 opportunity to get together with your colleagues from around the world and delve into what is happening in the Timeshare Industry. Take advantage of the beautiful Kingscliff backdrop to reacquaint yourself with old friends and make new, whilst taking the opportunity to pick up some great insights to take home with you.

The two day/3 night event will involve numerous speakers from both within and external to the industry. Use this as an opportunity to broaden your mind.



Ph 61 7 5526 7003
www.athoc.com.au

Perspective News Asia Pacific

Anantara Vacation Club expands its market reach

Anantara Vacation Club, Asia's leading luxury shared ownership concept for discerning travellers, is pleased to share its recent brand achievements – marked by the development of room inventory, enhanced owner services and creative family programming.

Throughout 2016, Anantara Vacation Club has continued to grow and evolve with the opening of Anantara Vacation Club Chiang Mai and the addition of Club inventory at Anantara Vacation Club at Riverside Bangkok. The Family Fun Programme was launched at Anantara Vacation Club Mai Khao Phuket, offering Club Points Owners and their guests an extensive selection of activities tailored to all ages. It was met with widespread positive feedback and has increased the resort's appeal to families from a range of cultural backgrounds. Renovations at Anantara Vacation Club at Oaks Shore, Queenstown in New Zealand were also completed to unveil a modernised, updated resort.

Anantara Vacation Club's offerings in China were further enhanced by a partnership with three Dorsett Hospitality International properties in the cities of Wuhan, Lushan and Chengdu through the Global Traveller programme. Moreover, a number of Tivoli hotels across scenic Portugal were added to the Club Escapes programme. The country was recently named as the most sought after destination in Western Europe and won a host of awards courtesy of Travel + Leisure and Condé Nast Traveler magazines in 2016. Properties across Australia, Sri Lanka and exotic Zambia also joined the Club Escapes portfolio.

From a service perspective, Anantara Vacation Club added a Japanese language option to its customer service portfolio, implemented a call back request function and introduced live chat to its website in 2016. An enhanced welcome call service was also developed to answer new Owners' questions and provide more information about the Club's services, terms and conditions. To keep up with the company's market expansion while maintaining a focus on profitability, Maurizio Bisicky was appointed to oversee commercial, service and hospitality operations. Maurizio is an industry veteran possessing extensive international experience.

In 2017, Anantara Vacation Club plans to establish its presence in the United Arab Emirates by capturing a rapidly developing market in the region, pending the release of new laws in Dubai regulating the timeshare industry. "With over 1,500 nights booked in the UAE at Anantara Hotels in partnership with Anantara Vacation Club in 2016, we recognise Club Points Owners' growing demand for inventory in the United Arab Emirates and plan to expand upon it in the New Year" said Maurizio Bisicky, Senior Vice President of Sales and Marketing.

About Anantara Vacation Club

Launched in 2010, Anantara Vacation Club is Asia's premiere shared holiday ownership programme. Offering a portfolio of eight luxurious Club Resorts across Thailand, Indonesia, China and New Zealand, it provides Club Points Owners and their guests with the opportunity to



explore top holiday destinations. Club Points Owners' travel opportunities are further enhanced through the use of the flexible Club Escapes and Global Traveller programmes, which provide access to hundreds of partner resorts and hotels internationally.

Anantara Vacation Club is part of Minor Hotels, a hotel owner, operator and investor with a current portfolio of 155 properties under the Anantara, AVANI, Elewana, Four Seasons, Marriott, Oaks, PER AQUUM, Tivoli and St-Regis brands. Today, Minor Hotels operates in 23 countries across Asia Pacific, the Middle East, Africa, the Indian Ocean, Europe and South America.

For more information, please visit www.anantaravacationclub.com, or follow Anantara Vacation Club's blog or social media channels on Facebook, Twitter, Pinterest, Instagram and Weibo.

Europe, Middle East & Africa

Tackling Changes

Many would agree that 2016 was a challenging year – and the repercussions of the decisions made and the actions that were taken will last for many more years to come.

In the UK where TATOC, the Timeshare Association, is based, they are monitoring the effects of 'Brexit' on our European-based resort members.

Leading Brexiteer The Rt Hon Dr Liam Fox spoke at the 2016 TATOC conference and a poll of attendees predicted the referendum would indeed be a close race, ultimately won by the 'remainers'. So, the result was somewhat of a shock to us all and has thrown us into a state of limbo.



TATOC Update

TATOC: Tackling our challenges head-on



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After the result of the referendum the Rt Hon Dr Liam Fox was appointed Secretary of State for International Trade

The weakening of sterling against the Euro is expected to have a huge impact on management fee collections, while forecasts that everything will become more expensive including flights could well affect occupancy levels. After all, we have become rather used to cheap flights over the past few years and

will be reluctant to pay more.

There are also aspects of European membership that we take for granted such as the European Health Insurance Card (EHIC), which ensures that Brits travelling within Europe can enjoy the same healthcare provision as locals.

This has been a great security blanket for older timeshare owners who struggle with expensive travel insurance. If this is removed, will we see an increase in owners wishing to exit their European timeshare ownership?

And of course, what will happen to the many British staff who work at European resorts – and their European counterparts who are so critical in the running of the UK's hospitality industry?

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Once Article 50 of the Lisbon Treaty is triggered in 2017 and we have a clearer understanding of the UK government's plans, decisions can be made.

However, at TATOC, we believe it is more important than ever that resorts have a strong, knowledgeable and active committee and professional management in place to ride the inevitable future storms. This is no time for weak leadership and TATOC will be there to support resorts as we have done for the past 25 plus years.

But while 2016 has been challenging, it has also been exciting and encouraging. My attendance and speaking opportunities at

a number of industry events have shown how important TATOC and the rights of the consumer have become in the international arena.

In January 2016, I spoke on the international panel at GNEX in New Orleans, in May I attended the ARDA World convention in Miami where I was asked to join several industry and owner meetings and in September I attended the RDO conference and was the keynote speaker at the ATHOC (The Australian Timeshare and Holiday Ownership Council) annual conference in Queenstown, New Zealand.

I was delighted when over 40 delegates attended the "Breakfast with Harry" event during this conference where I spoke about the European timeshare industry and our

focus on the term quality.

As a TATOC resort accreditor, I know that a quality resort isn't just about high-quality facilities and amenities, but also about great management and the overall holiday experience of owners and guests. I truly believe that even if a resort does not have the highest quality fixtures and fittings or cannot afford the latest technological gadgets, it can still be successful in the eyes of its owners and provide quality holidays for many years to come.

The year ended with the ARDA Fall convention in Washington in November where I attended several meetings promoting

TATOC and issues affecting owners.

And one of the main issues affecting owners continues to be the need for an exit strategy for mature owners.

During 2016, I joined in several resort meetings (Lakeview Country Club, Pinelake Resort, Royal Sunset Beach Club and Diamond Resorts European Points Club) and spoke to a significant number of owners.

I am concerned that many of the UK's and European resorts, both in TATOC membership and outside, have yet to implement satisfactory plans for older members who, for one reason or another can no longer use their timeshare ownership.

Although progress has been made in addressing this thorny subject there is still a long way to go in achieving an acceptable solution that will satisfy all parties.

TATOC is here to support resorts, introduce them to key industry professionals who can



Leading Brexiteer The Rt Hon Dr Liam Fox spoke at the 2016 TATOC conference and a poll of attendees predicted the referendum would indeed be a close race, ultimately won by the 'remainers'. So, the result was somewhat of a shock to us all and has thrown us into a state of limbo.

The clear majority of contacts are not complaints but requests for general information on timeshare or related matters. Any complaints are, in the main, directed at fraudulent or known disreputable companies.

The Consumer Helpline receives direct contact from timeshare owners but also receives referrals from the UK Office of Fair Trading, Citizens Advice Bureau and other UK government agencies, police, banks, solicitors, media, and other agencies.

It also receives many enquiries from timeshare owners based in the USA. As such, a relationship has been forged with ARDA, ASDA-ROC (ARDA Resort Owners Coalition),

The TATOC Code of Conduct is a commitment by TATOC, our members, accredited and affiliated companies to the highest standards of business ethics, principles, products and services – correctly sold, well managed and well maintained, with the consumer as the principle focus.

A commitment to the Code brings important consumer and commercial benefits as it demonstrates to owners and prospective owners that a timeshare business is recognised by the largest independent consumer representative body for timeshare owners in Europe.

All TATOC affiliated companies have confirmed their commitment to the Code of Conduct and relevant Codes of Practice and in 2017 will be a pre-requisite for all companies who wish to be recognised by TATOC or to become a TATOC Affiliated or Accredited business.

In addition to the over-arching Code of Conduct, it is TATOC's strategy to have a Code of Practice for all principle areas of timeshare. There are Codes of Practice already in operation for timeshare resale companies and for resort committees.

The TATOC 2017 conference is also expected to be the largest and most successful to date with a new format and new speakers tackling the subjects of importance to our resort members and the industry in general.

There will be more information on all of this in the coming months as TATOC spreads its wings and strengthens its position as the leading consumer association for the UK and Europe – that is a phrase we must get used to saying again.

Harry Taylor

As a TATOC resort accreditor, I know that a quality resort isn't just about high-quality facilities and amenities, but also about great management and the overall holiday experience of owners and guests.

assist and advise and help them develop strategies that are right for owners and for the resorts. In 2017 we must face these challenges in a unified approach – not bury our heads.

We also receive great feedback on the issues affecting owners through our charity, the TATOC Consumer Helpline.

During 2016 the TATOC Consumer Helpline continued to enhance its reputation for being professional, realistic, well informed, unbiased, and genuinely beneficial. Figures for the year ending November 2016 show the Helpline received more than 3,365 telephone calls and 1,357 e-mail enquiries.

the NTOA, and the FBI all working closely together in dealing with scams and fraud.

During 2017 the Helpline will extend its service to give specific help to individual consumers in difficult circumstances where general information and guidance is insufficient to resolve their enquiry or complaint.

So, what else is planned for TATOC in 2017?

Over the coming months, TATOC will also continue to forge good relationships and affiliations with individuals, companies, and organisations who share our passion for excellence and consumer service in timeshare.

Perspective News Europe & Middle East

Marquee Openings Across Europe Mark A Milestone Year For The Luxury Collection

The Luxury Collection, part of Marriott International, Inc. (NASDAQ: MAR), today announced the signings of five flagship properties for the brand: the internationally-renowned boutique hotel The Wellesley and the exclusive The Westbury in London, Hôtel de Berri, a new alluring hotel in the heart of Paris, Cristallo Resort & Spa in Cortina, Italy, the first ski resort of the collection, and The Alexander in Yerevan, marking the brand's debut in Armenia. These illustrious additions to the portfolio will further strengthen the brand's presence in Europe, with 2017 on target to be another milestone year for The Luxury Collection, one of Marriott International's luxury brands.

"Over the last few years, we have seen a seismic growth in luxury travel," said Satya Anand, Chief Operations Officer, Luxury & Southern Europe, Marriott International. "Together with the owners of these five new Luxury Collection hotels we are working towards meeting the increasing demand for luxury accommodations and offering our guests an extraordinary collection of luxury experiences in established and up-and-coming European destinations."

"Marriott International has the strongest team of luxury talent in the industry, with boundless creative energy. This, combined with The Luxury Collection's remarkable global growth strategy, consolidates our position as the leading hospitality company serving the luxury consumer," said Mitzi Gaskins, Global Brand Leader, The Luxury Collection. "Europe offers tremendous potential and we are committed to increasing our footprint significantly with the world's finest luxury hotels over the next few years. Our goal is to open 12 Luxury

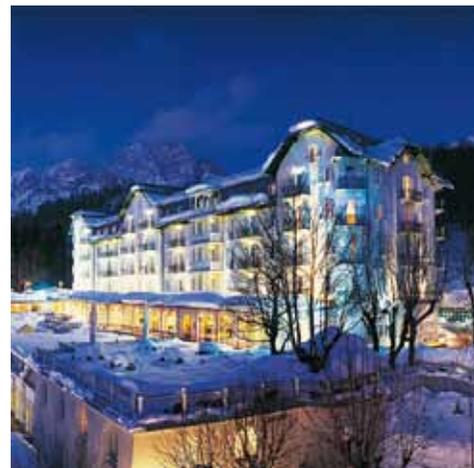
Collection hotels globally by the end of 2017, and with these five additions in Europe, we are well on track."

The Wellesley, a Luxury Collection Hotel, Knightsbridge, London

An intimate and refined hotel converted from a luxurious 1920s townhouse, The Wellesley is ideally situated in the prestigious area of Knightsbridge, overlooking Hyde Park and steps away from London's finest boutiques and acclaimed restaurants. Hotel guests have the opportunity to explore London in the hotel's Rolls Royce and access 24-hour Butler service to suit their needs, lifestyle and expectations. Famed for its exquisite style and impeccable service, The Wellesley features 36 luxuriously appointed guest rooms and suites, with many offering panoramic views over the London Skyline. The hotel's interior design is timeless with a sophisticated Art Deco style; bronze doors unveil a shimmering marble lobby highlighted by crystal chandeliers while the elegant guestrooms combine beautiful 1920s-inspired design with the latest modern amenities. Indulgent culinary venues include the Oval Restaurant; Crystal Bar, which features a vast selection of whisky, cognac and Armagnac; Jazz Lounge where guests can enjoy weekly live jazz performances; and the exceptional Cigar Terrace, an exclusive heated terrace complete with bespoke walk-in humidor and a connoisseur's selection of the finest cigars. The Wellesley will become London's third Luxury Collection Hotel when it joins the brand, slated for the first half of 2017.

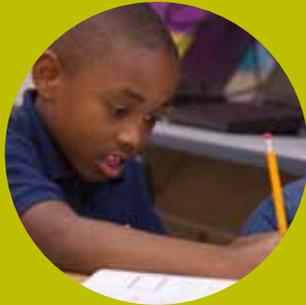
The Westbury, a Luxury Collection Hotel, Mayfair, London

Currently undergoing an all-



encompassing renovation by Alex Kravetz Designs, The Westbury is located in London's fashionable Mayfair, world renowned for its luxury shopping and historic British architecture. The hotel's timeless chic design, defined by the geometric facade and the stylish furnishing, creates a delectable and contemporary environment paired with distinguished service. The Westbury features 225 guest rooms and 43 suites, all elegantly furnished with wood paneled entrances, Italian marble bathrooms and luxurious interiors. Guests will enjoy a unique culinary experience at Alyn Williams at The Westbury, the hotel's Michelin-starred restaurant, or experience the exquisite Japanese cuisine of the intimate Tsukiji Sushi Restaurant. Under the same roof is the multi-award winning Polo Bar with its opulent design, Swarovski Crystal fittings and custom Fendi detailing, offering its sophisticated clientele an exceptional cocktail list to pair with attentively prepared bites. The hotel also features two large meeting rooms and a fitness centre. The Westbury is scheduled to debut under The Luxury Collection flag after its full renovation in Spring 2017.

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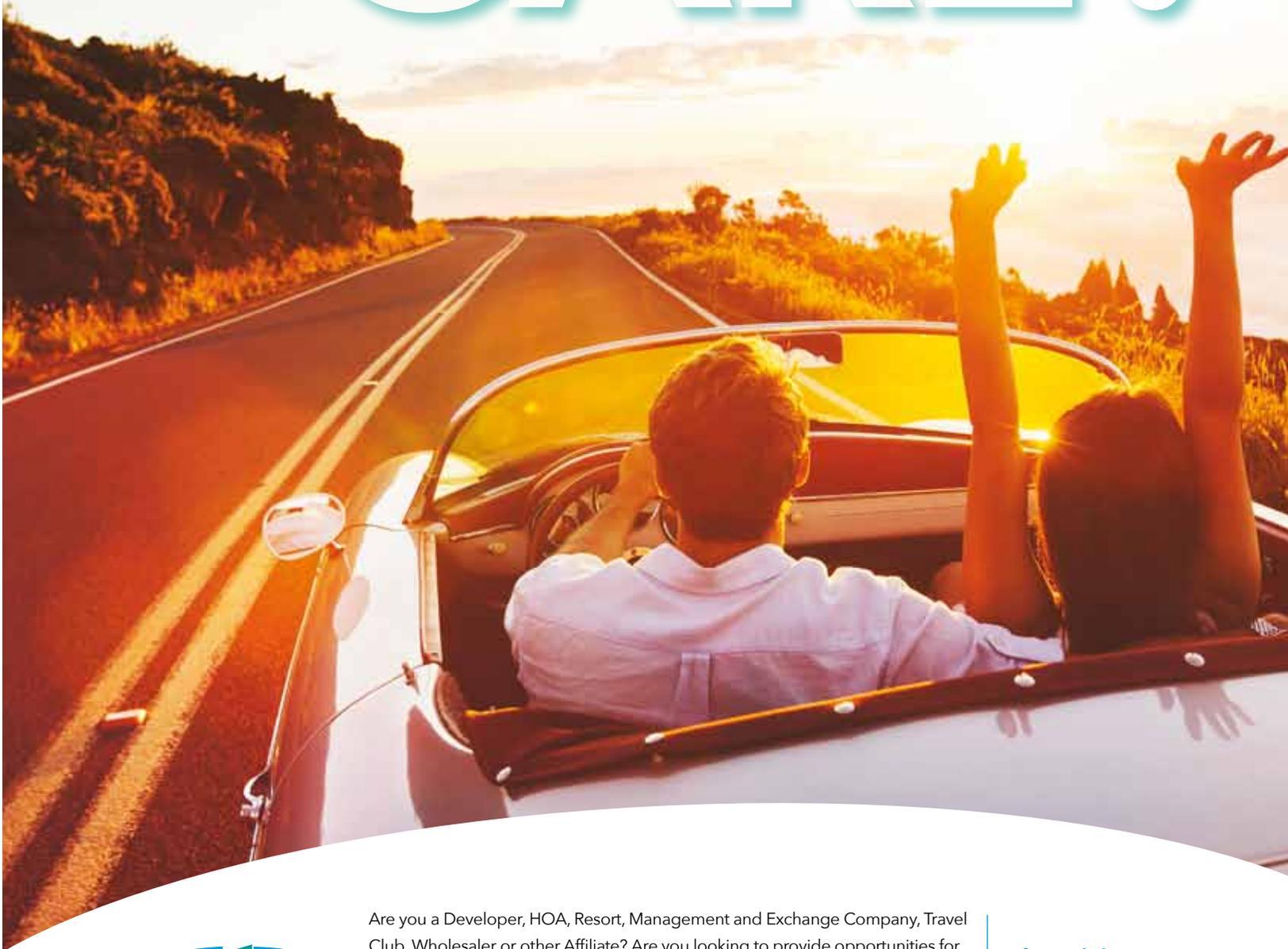
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